

**Juneau Tourism
Management Plan
Technical Addenda
Final Draft**

April, 2002

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1. Introduction

These technical addenda include background information for use in the implementation of the tourism management plan as follows:

- A recommended scope of work for the proposed Juneau waterfront plan
- Basic guidelines for a charter for the Juneau Tourism Partnership – that could form the basis for the incorporation
- A sample agreement for use with the North West Cruise Association on capital projects.

In addition, these addenda include a reprint of the best management practices for the 2002 cruise season, developed by Juneau's tour operators and the CBJ.

And, the addenda include the outcomes of the web polls.

2. The Need for Waterfront Planning

Tourism and Waterfront Development

The tourism industry worldwide recognizes the significance of waterfront redevelopments as a special and important tourism product for any city. In some cases there are direct benefits such as the introduction of infrastructure to accommodate cruise tourism. In other cases there are indirect benefits, with the revitalized waterfront serving as a key tourism attraction in addition to its core function as a facility for the residents of the destination. Modern commercial (that is, downtown) waterfront planning in most instances takes the position that key portions of the waterfront must be “a place for people”. (From the tourism planner’s perspective, that means the delivery of a “quality experience” for tourists.) This position is typically adopted as the key design theme in any planning process. Indeed, one of the acknowledged techniques to encourage private sector investment in waterfront development projects involves integration of this concept or design theme as follows:

- An overall waterfront plan is prepared taking into account market demand and objectives for downtown development. The plan should focus on public spaces (e.g., boardwalks, park spaces, etc), circulation (pedestrian and vehicular), and planning policies – all leading to the identification of development packages available for private investment.
- The public sector, usually in advance of private investment where significant revitalization¹ is required, funds the public spaces including boardwalks, public park areas, and pedestrian circulation routes.
- The public sector, in order to attract and foster private investment, also develops and implements an animation plan² designed to introduce the city’s residents and tourists to activities on the revitalized waterfront.

This technique is designed explicitly to attract private investment based on the reception the waterfront is given by the city’s residents and visitors. To a greater or lesser degree, the technique has been adopted in

¹ By significant revitalization, we mean transformation from an industrial or abandoned industrial/ commercial area to an integral part of the downtown. The same principles also apply where simply enhanced use is desired to strengthen a community’s image and encourage investment.

² A program of marketing and events/festivals for the public. Examples include Tall Ships events, concerts, marketplace events, busker festivals, marine activities such as races, and so on.

Canadian cities such as Toronto Harborfront (on Lake Ontario), Halifax waterfront and St. John's waterfront. Similar approaches have been used in US cities including Baltimore and Boston. The change in the city's image can be dramatic. For Canada's east coast cities, this has resulted in a major economic "lift" from tourism activity – attracting private sector investment, meetings and conventions, and even cruise tourism. Waterfronts play an important role in the perception of a city by the tourism travel trade (everyone from airlines and tour wholesalers to meetings and convention planners) – one that is sometimes under-appreciated by a city's residents. The key is the pedestrian scale, active use and ongoing animation of the waterfront area for residents and visitors alike.³

In the case of the Caribbean, waterfront development projects have either followed a planning process similar to that described above or have been designed more specifically to accommodate cruise tourism. Examples include the Point Seraphine retail development in St. Lucia, the cultural interpretive center proposed for the waterfront of Trinidad and Tobago, and the proposed interpretive center for the Barbados waterfront cruise port. These are all developments that have been planned to a greater or lesser extent to accommodate and attract cruise tourism. In each case, the strategy was to create a pleasant, interesting and animated experience – whether it be for cruise tourism alone in the case of St. Lucia or for the residents of the country together with cruise visitors in the case of Trinidad and Tobago.⁴ The strategy for Trinidad and Tobago's waterfront is described in the case study available on the City's web site on tourism planning.

Some countries have chosen to try to take advantage of cruise tourism as a strategy to re-invigorate their downtowns. This is clearly the case for the Cayman Islands where retail and related activity serving cruise tourism has been restricted primarily to existing downtown areas with no special provision for cruise tourism. A similar strategy was adopted by Grenada where its cruise passenger welcome center serves as a "funnel" to channel visitors to the downtown waterfront area of Georgetown. In these examples, there was no special provision for the cruise business other than

³ Note that these efforts are not restricted to large metropolitan areas alone. Smaller communities have also successfully pursued these strategies. A current example is Carlsbad, New Mexico where city leaders are pursuing a major waterfront redevelopment of the Pecos River that runs through their community. The economic justification is based on enhancing quality of life and attracting new investment and "retirement" tourism. Animation is planned through facilities such as San Antonio "like" boardwalks and enhancing the already successful activities on the waterfront such as the well known Christmas on the Pecos festival.

⁴ For the Caribbean, cruise facilities have a "restricted" element to accommodate immigration requirements, usually at the access/egress points to the ships at dock or at the lightering facility.

infrastructure/service facilities. These countries made a special effort to ensure that their downtowns benefited from cruise tourism. This is somewhat different from the strategies of Barbados and Trinidad and Tobago, where the strategy for the cruise visitors was to sell the “destination” experiences and diversity of the country – hopefully to convert some cruise visitors to future stayover visitors.

Both the facility development and “revitalization” of downtown areas strategies have their pluses and minuses. Typically, facility development is undertaken where there is a special need (e.g., the location of the cruise docks in St. Lucia led to the construction of a retail facility away from the downtown area) or where there is a particular strategy the country wishes to follow (for Barbados and Trinidad, marketing to the cruise customers the diversity of Barbados experiences to enjoy while visiting that day or to come back as stayover customers).

Also important to consider is the impact that revitalized waterfronts have on destination tourism (including business and conventions). Most cities in North America that have revitalized waterfronts for pedestrians have been able to successfully enhance their image and attract new business because of that enhanced image. It is an acknowledged fact that people enjoy waterfront areas, bring their friends and relatives to waterfront areas when they visit, and frequent them for shopping and entertainment as well as recreation. It is an important asset for any city and one that must receive very careful consideration as part of the planning process.

The key concept underlying successful waterfront development is the delivery of a quality, pedestrian-oriented “experience” to both residents of the city and their visitors. The better the experience, the greater the impact on resident quality of life and the perception of the city’s image by visitors.

Waterfront Planning and Juneau

We note there have been a series of plans for various parts or functions of the waterfront but none appear to be integrated as part of any larger waterfront vision. The tourism planning process presents an excellent opportunity, through greater certainty about the vision and future for tourism activity in the City, to proceed with the development of a comprehensive waterfront plan, integrating the various plans that have been developed to date as appropriate.

Piecemeal planning and development is not the ideal approach. We believe that the preferable position is to develop a plan for public spaces, circulation and animation for the entire waterfront area in question, thus providing a better planning context for considering, siting and designing interventions for services and other facilities. From such a plan will come ideas and ultimately recommendations for waterfront landscaping, furniture, linkages through pedestrian design features to downtown areas, and the like. It also sets the framework (and adds certainty) for private sector investment.

In short, an integrated and comprehensive waterfront plan is desirable – one that is broadly supported by the public and the private sector – to define and enhance public use and private sector investment opportunities. It should reflect a vision for the waterfront for Juneau residents and businesses and be fully integrated with and support the accepted tourism future for the City. In our view it is not just a logical next step based on the tourism management plan. It is much more than that – a key planning tool to guide the development and use of the waterfront in a comprehensive way for the benefit of Juneau’s residents and businesses.

In order to advance the process consistent with the planned implementation of the Tourism Management Plan, the Scope of Work presented on the following pages provides a framework for the proposed waterfront plan.

Juneau Waterfront Plan – Scope of Work

Background

The CBJ requirement for an integrated waterfront plan is based on several factors, the most important of which are:

1. the lack of integrated planning taking place for Juneau's waterfront. There are several site specific or sub-area projects under consideration, none of which are being developed as part of any overall vision and plan for the waterfront.
2. the potential for enhancing the waterfront area as a "place for people", enhancing Juneau's quality of life. Without a waterfront plan this potential will be significantly compromised.
3. the potential the waterfront offers as a major tourism product consistent with the CBJ's emerging tourism plan – strengthening the attraction for cruise tourism and introducing a strong product for both business and vacationing destination travelers.

A revitalized waterfront will make a major contribution to Juneau's economic future, attracting investment, strengthening tourism activity and spending and enhancing quality of life for the community's residents.

CBJ Waterfront Planning Requirement

The CBJ recognizes that successful waterfronts are those that balance resident enjoyment with tourism use. It also recognizes the significant economic role the cruise industry plays in Juneau's economy. In meeting CBJ objectives, particular attention must be paid to the tourism product potential for a revitalized waterfront that balances resident and tourism needs. The waterfront plan should also build on the lessons learned from other North American waterfront developments ranging from larger centers such as Baltimore, San Francisco, Boston, San Antonio, and Toronto and smaller centers such as Carlsbad, New Mexico. This includes strategies for multi – use spaces, programming waterfront activities, tourism activities including events on the waterfront, and the potential role of the waterfront in the meetings and conventions market.

The CBJ requires a waterfront development plan and program that accomplishes the following objectives:

Enhances Community Quality of Life

- meets the needs and aspirations of the community, the cruise tourism sector and the destination tourism sector;
- effectively balances the desires of the community to enjoy its waterfront with demands of the tourism sector;

Strengthens the Tourism Product Juneau Offers

- builds on and enhances the cruise experience that Juneau already offers, strengthening its position as the premier cruise destination in Alaska;
- ensures that the plan recommendations maximize the potential from destination travel, with clear linkages to the needs and expectations of this segment of tourism for a community-based experience;
- ensures that the plan recommendations provide a strong base for strengthening the meetings and convention market for Juneau;
- includes provisions to facilitate events and other activities for people, including major events that can become regular annual tourism products for Juneau;
- develops waterfront development themes that capture the character of Juneau and its waterfront, are linked to tourism market positioning for the community, and function as “organizing elements” for waterfront development and activities;

Strengthens Downtown Retail/Entertainment/Service Activity

- provides effective linkages between downtown retail facilities and the waterfront, promoting the area as an exciting place for shopping and entertainment;

Enhances Juneau’s Image & Attracts Investment in Juneau

- transforms the image of Juneau’s downtown and becomes an engine for economic development;
- provides greater investment certainty and contributes to attracting investment;
- strengthens downtown as a place to do business.

It is anticipated that the waterfront plan will, upon adoption, form part of the CBJ Comprehensive Plan.

Waterfront Plan – Geographic Focus

The entire Juneau waterfront requires planning in order to ensure that the expectations of the community for the waterfront’s contribution to quality of life are met. The CBJ priority for detailed planning on the waterfront is the area generally described as running from Gold Creek to the Rock Dump. Areas outside this area, for the purposes of this scope of work, are proposed to be addressed as follows:

- review the comprehensive plan and zoning bylaws to ensure that there are appropriate measures of interim control
- recommend any additional interim control that may be required
- identify areas outside the priority area requiring detailed planning and recommend the preferred process for detailed planning following completion of the priority area waterfront plan

Collaborative Approach

It is essential that the waterfront plan be developed in consultation with all stakeholders groups and the public. The waterfront planning team will establish, in collaboration with the CBJ, appropriate mechanisms for public input during the course of developing the plan. These mechanisms will include innovative approaches to inviting comment, ideas and issues identification from all stakeholders.

An important part of the planning process will be collaboration with the proponents of various waterfront projects now underway. A listing of these is shown in the table below.

Project Title	Organization	Status	Scheduled Completion Date
Alaska Mental Health Land Trust	Alaska Mental Health Land Trust	Planning study	July 2002
Performing Arts Center Needs Assessment	Juneau Arts and Humanities Council	Programming and siting study	May 2002
Gold Creek Entrance Enhancement	CBJ Docks and Harbors	Habitat restoration	July 2002
Egan Drive – Whittier to Main	Alaska Department of Transportation	Enhanced pedestrian/traffic flows	December 2003
Egan Intersection Improvements (10 th Street)	Alaska Department of Transportation	Enhanced traffic flows/congestion reduction	December 2003
Steamship Wharf and Marine Park Improvement Project	CBJ Engineering Department	Planning and design	May 2003
Downtown Transit Center	CBJ Engineering Department	A multi-purpose 1,000 square foot staff building	December 2003

Project Title	Organization	Status	Scheduled Completion Date
		with facility for ticket sales	
Downtown Visitor Center Needs Assessment and Site Location	CBJ Engineering Department	Programming phase	May 2002
Port Office	CBJ Engineering Department	1,360 square foot office and visitor facilities to be located near People's Wharf	December 2002

In addition to these projects, the downtown waterfront has been the subject of many plans over the last several years. The waterfront planning process should take these into account.

Planning Document	Agency	Year
Downtown Waterfront Plan	Community Development Department	1986
Juneau Comprehensive Plan (1984) Updated in 1985	Community Development Department	Adopted by Assembly in 1984
Juneau Coastal Management Plan	Community Development Department	Adopted by Assembly in 1986
Capital City Vision Project	Community Development Department	1997 (not adopted)
Juneau Waterfront Strategic Analysis and Improvement Plan, Phase 1	Docks and Harbors	2001 (adopted by Docks and Harbors Board)

Deliverables

Deliverables for the waterfront plan are described in the table below.

Phase	Deliverable	Interim Deliverables
1	Waterfront concept plan	<ul style="list-style-type: none"> • Technical documentation for land use, buildings, property ownership, easement and infrastructure plan, issues and constraints. • Identification of special areas if any outside the priority waterfront area. • A consultation program including animation of consultation process to encourage input through the preparation of visual material (sketches, photos, alternative plans and design guidelines) and hosting of idea “marketplaces” or similar mechanisms in which the public is invited to draw their own plans and put forward ideas, concerns and comments about their waterfront. • Community vision, objective and aspirations for the waterfront (“what kind of waterfront do we want”). • Collaboration with the proponents of all waterfront project proposals and planning efforts currently underway. • Collaboration with the cruise industry and with destination tourism interest, small ship cruise interests, downtown retail merchants and other tourism related business and suppliers. • A concept plan that includes a land use and development plan, identification of waterfront potential for all aspects of tourism including events and activities, urban design guidelines guiding infrastructure, development and activities, pedestrian circulation patterns, and linkages to the downtown and other areas.
2	Waterfront development plan	<ul style="list-style-type: none"> • Detailed technical review of waterfront plan for infrastructure requirements, issues. • Evaluation of concept plan solutions for public accessibility and activities, commercial development opportunities, preservation of marine activity/character, integration with downtown and city activities, tourism development potential, events tourism potential, consistency with comprehensive plan and tourism management plan. • Refinement of various “systems” (pedestrian, weather protected pedestrian, traffic and transit, and service infrastructure). • Financial feasibility and fiscal impact analysis including project scheduling. • Infrastructure investment package – public sector. • Investment packages – private sector. • Depiction of plan in sketches and plan forms including perspectives.

Phase	Deliverable	Interim Deliverables
3	Implementation plan	<ul style="list-style-type: none"> • Development negotiations • Detailed development packages • Sources and applications of proposed financing • Project scheduling • Roles and responsibilities for implementation • Implementation institutional structure • Events activity programming
4	Waterfront plan areas outside waterfront priority area	<ul style="list-style-type: none"> • Detailed plans for special areas so designated in Phase 1 including permitted uses, development guidelines and any infrastructure investment requirements • Plan recommendations for the remainder of waterfront areas in CBJ

3. Guidelines for JTP Charter

These guidelines are presented as a starting point for developing the charter provisions for the Juneau Tourism Partnership. The next step will be to pass these to the legal experts for implementation consistent with the decision of the Assembly for the JTP and with the appropriate statutes.

Non-profit Corporation Established

1. (1) A corporation, to be known as the Juneau Tourism Partnership, is established consisting of a Board of not more than ten Directors, all to be initially appointed by the CBJ Assembly.

The Directors appointed under subsection 1 are to be individuals nominated through the tourism planning process and submitted by the City Manager's office to the CBJ Assembly:

- The local cruise – related industry (one representative)
- The destination tourism industry (one representative)
- The downtown retail sector (one representative)
- The public –Juneau residents (no immediate family members with tourism businesses or employment) (three representatives)
- At least one of the Directors (any full voting position) must be a member of the local Native American community
- Expansion of this list will maintain an equal balance between community and industry

The CBJ and the US Forest Service, Juneau Ranger Station, shall each have one representative serving as an ex-officio member of the Board. The CEO of the JCVB will serve as an advisor to the board.

- (2) A vacancy in the membership of the Board does not impair the power of the remaining Directors to act.
- (3) On the recommendation of the Board, the Chair of the Board shall fill vacancies in membership on the Board consistent with the provisions of subsection (1) above.

- (a) Nominations for "tourism-related" vacancies shall be made from the tourism side of the board, and likewise, nominations from the community-related vacancies shall be made from the community side of the board
- (b) Vacancies are filled with a two-thirds majority vote
- (4) The Board shall elect one of the Board Directors as Chair of the Board by simple majority vote.
- (5) Board members shall serve for staggered terms of three (3) years
- (6) A vacancy on the Board shall exist under the following conditions:
 - (a) If a person fails to qualify and take office within thirty days of the appointment
 - (b) If a person submits his or her resignation to the Chair of the Board
 - (c) If a person is physically unable to attend meetings of the Board for a period of more than ninety days
 - (d) If a person misses more than forty percent of Board meetings in a twelve month period
- (7) Meetings will be conducted as public sessions, and will be held with appropriate public notice
 - (a) The board may retire to executive session to discuss legal matters, matters pertaining to personnel, etc. but all formal actions of the board must take place in the public sessions

Purpose

2. The purpose of the Corporation is to promote the development and growth of the tourism industry in ways that enhance the quality of life for the citizens of Juneau, generating social, cultural and economic benefits. Specifically, the Corporation is envisioned as follows:

The JTP will become the venue for collaborative discussion and cooperative action among the many stakeholders in Juneau's

tourism picture. The JTP will guide the implementation of the plan, and work with all sectors to coordinate and facilitate cooperative solutions to issues and responses to opportunities. The JTP will pull representatives of all key stakeholders groups into the discussion through the extensive use of working groups and committees. The JTP will encourage community-wide input on tourism topics that have social implications and will work to achieve consensus when community/business issues need to be addressed. Solutions that require public sector action will be presented by the JTP to the Assembly.

Mandate

3. (1) The Corporation is responsible for:
 - (a) Serving as the coordinating organization for tourism collaboration, cooperation, and discussion in Juneau,
 - (b) Serving as the point of contact for queries, issues, etc. in Juneau,
 - (c) Serving to oversee the implementation of the tourism plan,
 - (d) Monitoring and management of impacts arising from tourism,
 - (e) Providing a venue for collaborative and cooperative planning,
 - (f) Guiding tourism development to enhance the community's quality of life,
 - (g) Guiding and overseeing marketing and public relations,
 - (h) Conducting an annual review of the status of tourism in Juneau, including input from all stakeholders and providing recommendations to the CBJ for amendments to the Tourism Management Plan, capital budgets, program and policy adjustments and other matters deemed to be necessary to carry out the mandate of the Juneau Tourism Partnership.
- (2) In carrying out its mandate under this charter, the Corporation shall have regard for the following principles:
 - (a) The need to conduct business in a collaborative, consultative, responsible and accessible manner,
 - (b) The need to foster a partnership between the public and private sectors in support of tourism development that enhances the quality of life of Juneau citizens,
 - (c) The importance of observing and encouraging effective and efficient business practices,

- (d) The value of working cooperatively with all stakeholders in the tourism sector including the public.

Powers and Duties of the Board

4. (1) The Board must manage the affairs of the non-profit corporation or supervise the management of those affairs and may:
 - (a) Exercise the powers conferred on the Board under this charter,
 - (b) Exercise the powers of the non-profit corporation,
 - (c) Delegate the exercise or performance of any power or duty conferred or imposed on the Board to the Executive Director.
- (2) The Board may pass resolutions it considers necessary or advisable to manage and conduct the affairs of the Corporation and to exercise the Board's power and to perform its duties.

Capacity and Powers of the Corporation

5. For the purposes of this Charter, the non-profit corporation may:
 - (a) Negotiate and enter into agreements with any person including, but not limited to agreements with the Government of CBJ, the State of Alaska or other state,
 - (b) Establish advisory committees,
 - (c) Encourage and promote investment in the tourism sector in the CBJ

Board Remuneration

6. The Corporation may pay to a Director or advisory committee member:
 - (a) An allowance for reasonable traveling and incidental expenses necessarily incurred in the carrying out of the business of the non-profit corporation.

Officers and Employees

7. (1) On the recommendation of the Board, the Chair may appoint a person as the Executive Director of the non-profit corporation.
- (2) The Executive Director must carry out the function and duties that the Board specifies consistent with the requirements for implementing the CBJ Tourism Management Plan.
- (3) The Executive Director, to the extent authorized by the Board, may appoint officers and employees of the Corporation necessary to carry on the business and operations of the Corporation and may refine their duties and, in accordance with CBJ policy, may determine the remuneration of the officers, other than the Executive Director, and the remuneration of the employees.
- (4) On considering the recommendations of the Board, the Chair of the Board may determine the remuneration of the Executive Director of the non-profit corporation.

Financial Administration

8. (1) The Board must establish and maintain an accounting system satisfactory to the Director of Finance of the CBJ.
- (2) The Board must render detailed accounts of its revenues and expenditures for the period or to the date required by the Director of Finance, CBJ.
- (3) All books or records of account, documents and other financial records are at all times open for inspection by the Director of Finance, CBJ.
- (4) The fiscal year of the non-profit corporation is a period of twelve months beginning on July 1 in each year and ending on June 30 the next year.

Audit

9. At least once for each fiscal year, the accounts of the non-profit corporation must be audited and reported on to the Director of Finance, CBJ and to the non-profit corporation by an auditor

appointed by a majority vote of the Board. The costs of the audit must be paid by the non-profit corporation.

Business Plan

10. Before each fiscal year beginning in 2003, the Board must prepare a business plan that is mutually satisfactory to the Board and Office of the City Manager, CBJ. This business plan must encompass the businesses, activities and other affairs of the non-profit corporation and its subsidiaries if any during that fiscal year that includes:
 - (a) Revenue and expenditures proposals,
 - (b) A statement of assets and liabilities,
 - (c) Other information that the CBJ may specify.

Annual Report

11. The Board must prepare and deliver to the public and to the CBJ, within three months after the end of the fiscal year of the non-profit corporation:
 - (a) A report of the non-profit corporation on its operations for the proceeding fiscal year,

- (b) A financial statement in the form required by the Director of Finance, CBJ showing the revenues, expenditures, assets and liabilities of the non-profit corporation at the end of the preceding fiscal year.

Non-profit Corporation Revenue

- 12. (1) Money received by the non-profit corporation from any source may be retained by the corporation to be used and dealt with for its purposes.

Director to Disclose Interest

- 13. (1) Every Director of the non-profit corporation who, in any way, directly or indirectly, is interested in a proposed contract or transaction with the Corporation must disclose the nature and extent of his or her interest at a meeting of the Board of Directors.

The disclosure required by subsection (1) must be made:

- (a) At the meeting at which a proposed contract or transaction is first considered,
 - (b) If the Director was not, at the time of the meeting referred to in paragraph (a), interested in a proposed contract or transaction, at the first meeting after he or she becomes interested, or
 - (c) At the first meeting after the relevant facts come to his or her knowledge.
- (2) For the purposes of this section, a general notice in writing given by a Director of the non-profit corporation to the other Directors of the Corporation to the effect that he or she is a member, Director or officer of a specified corporation, or that he or she is a partner in, or owner of, a specified firm, and that he or she has an interest in a specified corporation or firm, is a sufficient disclosure of interest to comply with this provision.
 - (3) For the purposes of this section, a general notice in writing given by a director of the corporation to the other directors of the corporation to the effect that he or she is a member, director or officer of a specified corporation, or that he or she

is a partner in, or owner of, a specified firm, and that he or she has an interest in a specified corporation or firm, is a sufficient disclosure of interest to comply with this section.

- (4) A director of the corporation is not deemed to be interested or to have been interested at any time in a proposed contract or transaction by reason only,
 - (a) if the proposed contract or transaction relates to a loan to the corporation, that he or she or a specified corporation or specified firm in which he or she has an interest has guaranteed or joined in guaranteeing the repayment of the loan or any part of the loan,
 - (b) if the proposed contract or transaction has been or will be made with or for the benefit of an affiliated corporation, that he or she is a director or officer of that corporation,
 - (c) that the proposed contract or transaction relates to an indemnity of the type described in
 - (d) that the proposed contract or transaction relates to the remuneration of a director in his or her capacity as a director.

Disclosure of Conflict of Office or Property

14. (1) Every Director of the Corporation who holds any office, or possesses any property, whereby, whether directly or indirectly, a duty or interest might be created in conflict with his or her duty or interest as a Director of the Corporation, must declare at a meeting of the Directors of the Corporation the fact, and the nature and extent of the conflict.
- (2) The declaration must be made by a Director referred to in subsection (1) at the first meeting of the Directors held:
 - (a) After he or she becomes a Director, or
 - (b) If he or she is already a Director, after he or she commences to hold office or possess the property.
 - (c) When he or she is under nomination to become a Director, before a vote for election takes place

4. Sample Agreement with North West Cruiseship Association

A sample, standardized agreement is provided in the following pages for use in funding arrangements for projects that would not be applicable under the various fee structures available to the CBJ. This agreement assumes a “project driven” approach in which the CBJ and the NorthWest Cruiseship Association enter into an agreement based on pre-determined funding levels, rather than using fee structures. This sample standardized agreement was prepared in collaboration with the CBJ’s attorney.

The underlying principle is that of a partnership between the CBJ and the cruise industry to determine, design, finance and develop projects by mutual agreement, and with execution by the CBJ. Note that this agreement is set up so that payment can be direct (breakdown among individual cruise lines handled by NorthWest Cruiseship Association or through a tonnage fee).

Project Development Agreement

This agreement is made this _____ day of _____, 2002 by and between the City and Borough of Juneau, Alaska, ("CBJ" or "City") a home rule municipality of the State of Alaska and the Northwest Cruiseship Association, ("NWCA") an unincorporated association of cruise ship companies doing business in Alaska. This agreement applies to NWCA's members' cargo, passengers and vessels using the docks, wharves, and other port facilities ("Port Facilities") owned or operated by CBJ in Juneau, Alaska.

Whereas, certain improvements are required to the Port Facilities to adequately service the vessels of NWCA's members, and

Whereas, NWCA has agreed to contribute funds to complete the desired improvements, and

Whereas, the parties have cooperated in the selection of the _____ Project ("Project") as a Port Facility appropriate for further development, and

Whereas, the parties propose to carry the Project forward to completion,

Now, Therefore, in consideration of the mutual covenants contained herein, the parties agree as follows:

- I. Improvements - Contract Documents – Construction Management
 - A. The Project shall consist of _____, more particularly described in the Scope of Work attached as Exhibit B. During design and construction of the Project, NWCA shall have the right upon reasonable notice to review and comment on project design, bid, or construction documents.
 - B. CBJ shall at all times remain the owner of the Project.
 - C. CBJ shall advertise, receive bids for, award, and manage the construction contract in compliance with CBJ Charter and Code provisions applicable to public improvements. In particular and without limitation on the foregoing, CBJ shall
 1. Inspect work and document progress on the Project
 2. Authorize payment to the contractor

3. Negotiate and document change orders

- D. The parties shall confer regarding any modifications or amendments to the Contract Documents, and shall negotiate in good faith to resolve any differences, but CBJ as owner shall retain final authority over the Project.
- E. CBJ shall make payments due to the contractors performing work on the Project.

II. Payment

A. NWCA will pay CBJ an amount equal to ____% of Total Project Costs as set forth in Exhibit A.

B. As used in this Agreement "Total Project Costs" means

- 1. all amounts paid under design, construction, construction management, or inspection contracts, including
 - a. money paid as a result of amendments or change orders to such contracts
 - b. money paid by agreement or court order for damages, lost profits, or other contract claims
 - c. legal fees and costs reasonably paid in settlement or litigation of contract claims
- 2. CBJ project administration overhead costs calculated at ____% of the total of the items in paragraph 1(a)-(c).

III. Project Completion. The Project shall be completed no later than _____.

IV. Construction Administration

A. CBJ shall provide NWCA with ___ days notice and an opportunity to comment before agreeing to any contract amendment or change order exceeding \$_____.

V. CBJ shall be solely responsible for obtaining all permits required for completion of the project. CBJ shall ensure that all work is completed in accordance with the permits.

VI. Miscellaneous.

- A. This Agreement constitutes the entire agreement of the parties. All prior and contemporaneous understandings are merged herein. No modifications to this Agreement shall be effective unless set forth in a writing signed by the party to be charged.
- B. Any dispute arising out of or relating to this Agreement shall be resolved by arbitration before the American Arbitration Association according to its commercial rules, such arbitration to be conducted in Juneau, Alaska.
- C. This agreement shall terminate on _____.
- D. Any notices required or permitted under this Agreement shall be sent by facsimile and by mail to the parties at the following addresses, or to such order address as may be specified in writing by the party to receive notice:

In Witness Whereof, the parties have affixed their signatures this _____ day of _____.

Exhibit A: Payment Schedule
(Option 1)

The parties intend that NWCA shall pay its share of Total Project Costs as follows:

- I. NWCA Trust Fund Deposit
 - A. Upon execution of this Agreement, NWCA shall deposit the sum of \$_____ with _____ in the form of a _____ payable to CBJ. Interest on the funds in the account shall accrue to NWCA.
 - B. If at any time the amount remaining in the account shall be less than the amount necessary for known future withdrawals specified in paragraph II, plus ____% of the amount of CBJ funds reserved or budgeted by the CBJ Assembly for contingent future Project Costs, NWCA shall upon notice and demand of CBJ deposit an amount sufficient to correct the deficiency.
- II. CBJ Draw Down. CBJ may withdraw funds from the account as follows:
 - A. Upon issuance of CBJ's Notice of Intent to Award the design contract, CBJ may withdraw ____% of the amount of the proposed contract.
 - B. Upon issuance of CBJ's Notice of Intent to Award the construction contract, CBJ may withdraw ____% of the amount bid by the lowest qualified bidder.
 - C. Upon issuance of CBJ's Notice of Intent to Award any project inspection or management contract, CBJ may withdraw ____% of the amount of the proposed contract.
 - D. Upon beneficial occupancy of the Project, CBJ may withdraw ____% of the total amount paid up to that point by CBJ under the construction contract, less the withdrawal made under paragraph I(B) of this Exhibit B.
 - E. Upon final resolution by settlement, litigation, or otherwise of any contract claims, NWCA CBJ may withdraw and, if necessary an

amount sufficient to bring the NWCA total contribution to ___% of Total Project Costs.

Exhibit A: Payment Schedule
(Option 2)

The parties intend that NWCA shall pay its share of Total Project Costs as follows:

- 1) CBJ shall impose and NWCA members shall pay port dues of \$.____ per ton for the term of this agreement. The port dues shall be imposed by ordinance, resolution, or otherwise and shall apply to the use of publicly owned docks, wharves, lightering facilities and similar improvements.
- 2) Except as provided in paragraph 4), the port dues rate specified in paragraph 1) shall not be increased during the term of this agreement nor shall NWCA members be charged additional or separate port dues except as provided in an additional or separate project agreement.
- 3) The limitations contained in paragraph 2) shall not apply to any increases in port dues, fees, or charges, which are mandated by the voters pursuant to a ballot initiative.

5. Native Tourism Planning Guidelines

1. Native life and community must be sustained to support cultural tourism.
2. Native individuals, businesses, and organizations identified, as stakeholders must join early to assist in planning, implementing, and monitoring Native tourism.
3. Native participants must agree on common language, issues, values, and definitions regarding Native cultural tourism.
4. Native participation must emphasize our sense of place, as this is our land, waters, and air that we make our living from.
5. Natives have a rich history and culture to share and Natives should be the people to decide what we should share and what to preserve for ourselves.
6. Natives must identify what is possible in the short and long term for our participation in the tourism industry.
7. Everything Natives say and do must enhance our lives, culture and develop systems so visitors can but in to help preserve our Native cultures.

“What we want from Cultural Tourism”

1. A sustainable culture and traditions.
2. Sustainable communities.
3. Cross cultural communication.
4. Partnerships with government agencies.
5. Native solutions to tourism issues and opportunities.
6. Access to decision-making plans, policy, procedures, and facilities.
7. Village/city/state/federal networks.
8. Education systems and participation in planning systems.
9. Common Native tourism vision, mission, goals, and objectives.

10. Shared youth and Native Elder values, statements, and beliefs.
11. Common sense of place and community.
12. Native history from Natives.
13. Development of the “Big picture” of Native cultural tourism.
14. Continuity of Native culture, traditions, and community.
15. Local economic development by villages and communities with interconnecting ties in S.E. Alaska.

“What we do not want”

1. Loss of environment, land, and resources.
2. Loss of language, culture, and traditions.
3. Loss of control of access to Native resources.
4. Waste management and environment problems in our villages.
5. Land reallocation and/or relocation issues in the Native Corporation/tribes/cities/state/federal government.
6. Loss of human rights.
7. Unfair labor and wage practices.
8. Adhesive contracts by large companies in the industry.
9. Activity that threatens our intellectual and indigenous knowledge, our spirituality and Clan systems.
10. Natives being put on display for promotional purposes.
11. Sell out of native culture and traditions for commercialization.
12. Mass produced products that pose as our Native culture and traditions.
13. Fabricated Hollywood and Disneyland Native style cultures.
14. Loss of natural Native food and water resources.
15. Loss of Native health and safety in our communities.

16. Loss of options and ability to participate in government, city, state systems that manage tourism.
17. Loss of our right to say “no” to tourism impacts on our communities, lives, and Native culture.
18. Letting tourism become a monoculture or mono-crop in our lives.

Our Native Planning Agendas Should Include and Address:

1. Plans that strengthen our Native culture, traditions, and people.
2. Plans that educate, enhance, and prevent the loss of land, resources, Native culture, and traditions.
3. Provide for a means of consensus among Native people regarding tourism development.
4. Provide a means to have influence in government/state/city decision-making processes regarding tourism development in Alaska.
5. Provide opportunities to learn from one another and establish networks.
6. Provide awareness to issues that will threaten our social, cultural, economic, and spiritual lives.
7. Show our special relationship to the land and resources.
8. Show we have control over our Native lands and resources.
9. Show that tourism can be part of our lives without loss of Culture and traditions.
10. Reflect the right economy of scale; the right amount and size of tourism impacts.
11. Show our Native involvement in the communities of which we live or are traditionally tied to.
12. Reflect thinking locally-acting locally.
13. Reflect our mutual respect for our people and communities.
14. Enhance our Native lives.
15. Improve our communities.

16. Address our social, cultural, and economic changes in our lives and communities.

6. Best Management Practices

The following document is the final and working “best management practices” plan for the 2002 cruise season.

2002

CBJ and Juneau Tour Operators Best Management Practices

This program is a cooperative effort of Juneau's tour operators and the City and Borough of Juneau (CBJ). Begun in 1997, Best Management Practices are intended to minimize the impacts of tourism in a manner which addresses both residents' and industry concerns. These practices, however, do not replace applicable city, state, or federal regulations. By actively participating in this voluntary program, operators demonstrate their commitment to address important community concerns. It is equally important for residents to help operators and the CBJ monitor the success of this program by providing constructive feedback via the Tourism Comments Message Line (586-6774) or the CBJ website at www.juneau.org. Being informed of residents' concerns allows operators to modify the way in which they conduct their business to minimize impacts on the community.

The CBJ Assembly and Planning and Policy Committee applaud the signatories to this document for their continued efforts on behalf of the community and the visitors they serve.

In their continued effort to fine-tune Best Management Practices participating operators in 2002 will require employees to sign an agreement in which they certify that they have read, understood, and intend to abide by the practices outlined below.

Agreements Regarding Transportation and Vehicles

Commercial passenger vehicles are required to comply with CBJ Administrative Code (*Title 20: Business Regulations, Chapter 40: Commercial Passenger Vehicles*)—relevant sections are included as Attachment A). For purposes of this program, **vehicles** include motorcoaches, buses, mini-buses, limos, vans, trolleys, and taxis. Residents should remember that tour vehicles are sometimes used for non-tour activities, including charters, government service contracts, school field trips and charity work. While this program focuses on tour activities, operators agree to conduct all activities in a courteous manner.

1. **TRAFFIC FLOW:** Drivers agree not to impede normal traffic flow by slowing down or stopping for sightseeing opportunities anywhere within the City and Borough of Juneau. Drivers will be especially attentive not to slow down or stop in front of the Governor's Mansion when transiting 12th Street/Calhoun Avenue.
2. **12TH STREET & CALHOUN AVENUE:** Drivers agree to avoid transiting 12th Street/Calhoun Avenue in empty buses and to avoid this area during morning and afternoon commute hours (7:30-8:00am; 4:30-5:00pm). If a transfer or tour does not specifically include the Governor's Mansion, drivers will use Egan Drive as the preferred route to/from downtown and will refrain from transiting 12th Street/Calhoun Avenue. Operators of large buses agree to minimize use of this area for regularly scheduled tours.
3. **EMPTY TOUR VEHICLES:** Drivers of empty tour vehicles agree to avoid looping through downtown on Franklin/Front Streets or on Shattuck Way unless transiting to a drop-off or pick-up destination in the immediate vicinity.
4. **FRANKLIN STREET:** Drivers who miss a loading space at the Steamship Wharf/Marine Park agree to use the roundabout intersection in front of the parking garage, turn around and return to the Steamship Wharf/Marine Park via Willoughby and Whittier Avenues. To avoid congestion, drivers agree not to use Franklin Street as a shortcut when returning to the Steamship Wharf.
5. **ENGINE IDLING:** Drivers of all vehicles agree to eliminate needless idling by turning all engines off at every reasonable opportunity. Special attention will be paid to loading zones and staging areas at the State Museum, 9th Street, Cruiseship Terminal and Franklin Street (in front of the Baranof Hotel).
6. **TRANSITING RESIDENTIAL STREETS:** Drivers agree to avoid transiting residential streets within the City and Borough of Juneau unless conducting a specific pick-up or drop-off.
7. **WEST JUNEAU:** All drivers should avoid conducting tours on Blueberry Hill and Pioneer Avenue. This includes taxi companies.
8. **LEFT TURNS:** Drivers of motorcoaches and full size buses departing the Seadrome Building and Goldbelt Hotel agree not to make left turns onto Egan Drive.

9. LEFT LANE OF EGAN DRIVE: Operators of large buses will avoid driving in the left lane on Egan

Drive except when turning left, setting up for a left turn, or overtaking unusually slow traffic

traveling in the right lane.

10. SANDY BEACH, TWIN LAKES, AUKE REC, COPE PARK: Drivers agree not to use Sandy Beach,

Twin Lakes, Cope Park or Auke Bay Recreation Area as tour destinations unless they have

specifically obtained a permit to do so.

11. HANDICAPPED ZONES NOT FOR STAGING: Drivers utilizing equipment with a wheelchair lift

will use the designated ADA zones for active loading and unloading and not for staging of

vehicles.

Agreements Regarding Flightseeing (Helicopter & Fixed Wing)

Flightseeing operations are subject to FAA regulations and operational requirements. Guided glacier landing trips are also subject to US Forest Service permit requirements. Although the following guidelines are designed to minimize noise, safety and flight operations take precedence over noise abatement procedures. *Flightseeing operators are currently working on a Letter of Agreement (LOA) with the FAA Flight Standards Office that will address routes and operational procedures for 2002. Once completed, the LOA and accompanying maps will be made available as an appendix to this document.*

12. ROUTES & AIRCRAFT IDENTIFIERS: Operators agree to provide the following to the CBJ Tourism Specialist who will make the information available to interested members of the public:

- established flight routes
- common factors influencing route choice, such as weather, turbulence and traffic
- aircraft colors or other distinguishing characteristics useful in identifying individual operators

13. **ALTITUDE:** Operators agree to follow established routes for tour flights and to maintain established minimum altitudes (1,500 feet for helicopters and 1,000 feet for floatplanes operating in Gastineau Channel) above residential areas at all times, except during take-off and landing or when deviations are required by weather, traffic, or the Air Traffic Control Tower.

14. **FLY NEIGHBORLY:** Helicopter operators agree to conduct flightseeing tours in accordance with the Helicopter Association International (HAI) Fly Neighborly Program, to train all pilots in local applications, and to make program materials available to the CBJ Tourism Specialist who may make this available to interested members of the public.

15. **OPERATING TIMES:** Operators agree not to schedule glacier tour flight departures before 8:00a.m. or after 7:00 p.m. and to complete all tour flights by 9:00 p.m. Operators agree to minimize tour support operations outside these hours. Non-tour operations will occur outside these hours as our community is uniquely dependent on commercial fixed-wing and helicopter operations.

16. **LOW USE ZONES:** Operators agree to maintain “low use zones” in the Perseverance/Granite Creek Basin, Peterson Trail/Lake, the Eagle River/Eagle Glacier Cabin, and the John Muir Cabin areas. “Low use zones” are identified as areas where direct overhead tour flights are avoided (safety permitting).

17. **WILDLIFE VIEWING:** Operators conducting air tours within CBJ boundaries agree to minimize impacts to backcountry users and wildlife. Operators will not circle, hover, harass or decrease altitude for wildlife viewing. Flightseeing operators also agree to avoid key mountain goat kidding areas at appropriate times.

Agreements Regarding Walking, Hiking, & Bicycling

Commercial use of public trails is permitted by the CBJ Department of Parks & Recreation (*11 CBJ AC 01.010—01.100 – Commercial Use of Parks and Recreation Facilities and Trails*), by the US Forest Service, and by the Alaska State Parks. Operators hold commercial permits for the following trails in 2002: Perseverance, Granite Creek, Upper Mt. Roberts (above tram), East Glacier, West Glacier, Herbert Glacier, Glacier Nature Loop, new commercial Rainforest Trail, SAGA Beach, Auke Lake Launch Ramp Access, Nugget Creek, Sunshine Cove Beach Access, and Treadwell Historic Loop Trail.

18. **TOURS DURING COMMUTE HOURS:** Operators agree not to conduct downtown walking tours during morning and afternoon commute hours (7:30-8:00am and 4:30-5:00pm).

19. **USE OF BIKE PATHS:** Operators agree to use bike paths along Glacier Highway, Fritz Cove Road, and other destinations within CBJ, and to instruct clients to ride single file. Operators agree not to use the path around Twin Lakes for tours.

20. **INSTRUCTIONS TO YIELD:** Biking guides agree to instruct clients to safely yield to other users on commercially used bike paths whenever possible.

21. **TRAILHEAD PARKING:** Operators agree to use trailhead parking in a courteous and responsible manner and to pay special attention to independent users.

22. **IDENTIFIERS FOR TOUR GUIDES:** Operators agree to ensure tour guides are easily identifiable and that company names are visible on guides' attire and company vehicles.

23. **YIELD TO OTHER USERS:** Guides agree to instruct clients to yield to other users on commercially used trails.

24. **TRAIL CONDITION REPORTS:** Operators agree to report trail conditions and trail abuse to appropriate regulating agencies.

25. LITTER REMOVAL: Operators agree to remove litter (tour and non-tour related) from permitted trails on a regular basis.

Agreements Regarding Cruise Ships

Visible stack emissions are regulated by the Alaska Department of Environmental Conservation under the *Marine Vessel Visible Emission Standards (18 AAC 50-.070)*, which is provided as Attachment B.

26. P.A. ANNOUNCEMENTS & SIGNALS: Cruise Line Agencies, NorthWest CruiseShip Association and individual cruise lines will continue to work to minimize vessel announcements and signals. Certain signals and announcements are necessary and required by the US Coast Guard or are necessary for safety reasons. See Attachment C for a discussion and explanation of the use of ships' whistles.

27. EMISSION STANDARDS: All cruise vessels agree to comply with the Marine Vessel Visible Emissions Standards (*18 AAC 50-.070*) and take all available and reasonable steps to minimize visible stack effluents while in port.

28. COURTEOUS USE OF VESSEL FLOATS: Cruise ship tender operators agree to use the Marine Park Float and the Intermediate Vessel Float in a safe and responsible manner and to pay special attention to other users.

Agreements Regarding Docks, Harbors, & the Airport

Docks and harbors are regulated under the CBJ Administrative Code (*05 CBJ AC 10.010-10.090 – Docks and Harbors*).

29. COURTEOUS USE: Operators agree to use docks, harbors, loading ramps, the airport and related parking facilities in a courteous and responsible manner, and to pay special attention to other users.

30. SPECIAL EVENTS: Operators agree to pay extra attention when using these areas during special events including Salmon Derby and the Fourth of July.

31. IMPACTS TO COASTAL ZONES: Marine tour operators will take all available and reasonable steps to minimize impacts to coastal residents and other vessel operators.

General Agreements for All Operators and/or Agents

32. TRAINING: Operators/Agents agree to train all relevant employees (including drivers, dock representatives, guides, naturalists, aircraft pilots, and vessel captains) on program objectives and practices and to conduct periodic training sessions for employees hired mid-season. Employees of participating operators will be required to sign a “CBJ Neighborhood Partnership” document certifying that the employee has read, understands and agrees to abide by the 2002 Best Management Practices applicable to his/her job description.

33. CONTACT NAME: Operators/Agents agree to provide the CBJ a contact name, telephone number, fax number, and email address.

34. WORK SESSIONS: Operators/Agents agree to participate in periodic work sessions to discuss progress made in reaching program goals.

35. RESPONSE TO MESSAGE LINE: Operators/Agents agree to respond to calls received on the Tourism Comments Message Line—as long as callers have provided specific details of the event (including operators involved and dates and times) along with a their name (including a telephone number or email address for response).

ATTACHMENT A: Commercial Passenger Vehicle Code

In addition to the voluntary guidelines above, drivers are required to follow CBJ commercial passenger vehicle codes and traffic laws, which include the following:

1. Drivers will not park, stop vehicles or disembark passengers on bridges throughout CBJ, including but not limited to Salmon Creek, Montana Creek and Brotherhood Bridges {CBJ 72.02.360(a)(1)(g)}.
2. Drivers will not block designated bike paths {CBJ 72.02.400}.
3. Drivers will pay special attention to crosswalks throughout CBJ and must stop for pedestrians using crosswalks {CBJ 72.02.155}.
4. Drivers will use Basin Road in a safe and responsible manner and adhere to the speed limit of 10 m.p.h. {CBJ 72.02.275(a)}.
5. Drivers will use appropriate loading and unloading zones {CBJ 72.12.045, 050, 060}.
6. Drivers are prohibited from making U turns unless otherwise noted {CBJ 72.10.095}.

ATTACHMENT B: Marine Vessel Visible Emission Standards (18 AAC 50.070)

Within three miles of the Alaska coastline, visible emissions, excluding condensed water vapor, may not reduce visibility through the exhaust effluent of a marine vessel by more than 20 percent except as follows:

- (1) while at berth or at anchor, visibility may be reduced by 10 percent for periods aggregating no more than
 - (a) three minutes in any one hour; and
 - (b) an additional three minutes during initial startup of a vessel; for purposes of this subparagraph, “initial startup” includes the period during which a vessel is testing equipment in preparation to casting off or weighing anchor;

- (2) during the hour immediately after weighing anchor or casting off, visibility may be reduced under one, but not both, of the following options:
 - (a) visibility may be reduced by up to 40 percent for that entire hour; or
 - (b) visibility may be reduced by up to 100 percent for periods aggregating no more than nine minutes during that hour;

- (3) during the hour immediately before the completion of all maneuvers to anchor or make fast to the shore, visibility may be reduced under one, but not both, of the following options:
 - (a) visibility may be reduced by up to 40 percent for that entire hour; or
 - (b) visibility may be reduced by up to 100 percent for periods aggregating no more than nine minutes during that hour; and

- (4) at any time not covered by (1) – (3) of this section, visibility may be reduced by up to 100 percent for periods aggregating no more than three minutes in any one hour.

ATTACHMENT C: The Sounds of a Port

Included as part of the operating procedures of any large vessel is the need, requirement, and ability to signal other vessels in the area of their position (in areas of restricted visibility) and of their intentions (when under way, or getting under way). These signals are required for safe navigation. In addition, many small vessel operators may not have or may not consistently monitor their VHF radios. Therefore, the only way for large vessels to communicate (regardless of visibility issues) is via sound signals. This is a common practice in the maritime industry around the world.

USCG regulations require vessels to use their whistles to signal when they are in an area of restricted visibility, which is defined as "any condition in which visibility is restricted by fog, mist, falling snow, heavy rainstorms, sandstorms, or any other similar causes."

The USCG defines ship's whistle any sound signaling appliance capable of producing the prescribed blasts and which complies with the specifications in Annex III to these Regulations.

This whistle must meet USCG specifications for audibility. For vessels 200 meters in length or more, which encompasses most large cruise ships calling in Juneau, the sound must produce 143 db of sound 1 meter from the whistle in the direction of maximum intensity, and be audible for 2 nautical miles in the direction of maximum intensity. This is why a ship's whistle may sound quite strong if one is positioned directly in front of the ship.

Regulations require ships to signal under the following circumstances:

- 1) When making way astern, day or night, ships are required to sound three short blasts on the ship's whistle to announce their intention of going astern. This is why a ship will signal with three short blasts (day or night) when departing the port and coming off the dock with engines operating astern.

- 2) When conducting an USCG Safety of Life at Sea drills or inspections, the ship is required to sound 6 short blasts and one long blast on the ship's whistle to initiate the drill or inspection. During the drill, certain signals may also be used to announce lowering of the lifeboats or all clear. During such drills and inspections, ships are required to use all ship's public address systems, including inside and outside speakers. The intention in every case is to conduct a drill or inspection as if the exercise is an actual emergency event, which requires ships to use the full complement of signaling capabilities a vessel would have at its disposal during a real emergency.

Finally, there are other times when a ship will use its whistle and/or public address system to ensure safe navigation, or for other safety or emergency reasons that may occur onboard ship.

The cruise industry is keenly aware of the sensitivity of some Juneau residents to the sounds of these signals and procedures, and will continue to minimize unnecessary use of the ships' whistles and outside public address speakers.

(For more detailed information, reference "International Regulations for Prevention of Collisions at Sea, 1972 (72 COLREGS)
<http://www.uscg.mil/vtm/pages/rules.htm>)

7. Web Polling Results

Results City and Borough of Juneau Tourism Management Plan Web Poll #1

	Adults		Students		All	
Total Participants	1,293		218		1,511	
1. Considering the way cruise arrivals are currently configured (that is, their location, infrastructure, timing, organization, etc.), how do you think the volume of cruise ship tourism compares to Juneau's capacity to handle cruise visitor volume?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
1 Juneau has about all the cruise ship passengers it can handle	388	30%	95	44%	483	32%
2 Juneau has more cruise ship passengers than it can handle	410	32%	38	17%	448	30%
3 Juneau could handle a few more cruise ship passengers	314	24%	64	29%	378	25%
4 Juneau could handle substantially more cruise ship passengers	176	14%	21	10%	197	13%
Total	1,288	100%	218	100%	1,506	100%

2. Does helicopter flightseeing noise bother you personally?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
1 Very much	293	23%	13	6%	306	20%
2 Occasionally	271	21%	42	19%	313	21%
3 Somewhat	208	16%	22	10%	230	15%
4 Not at all	521	40%	141	65%	662	44%
Total	1,293	100%	218	100%	1,511	100%

3. Do you have a friend or family member who is bothered substantially by helicopter flightseeing noise?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
1 Yes	575	45%	57	26%	632	42%
2 No	551	43%	82	38%	633	42%
3 I'm not sure	166	13%	79	36%	245	16%
Total	1,292	100%	218	100%	1,510	100%

4. Does float plane flightseeing noise bother you personally?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
1 Very much	181	14%	4	2%	185	12%
2 Somewhat	223	17%	16	7%	239	16%
3 Occasionally	277	21%	35	16%	312	21%
4 Not at all	609	47%	162	75%	771	51%
Total	1,290	100%	217	100%	1,507	100%

5. Do you have a friend or family member who is bothered substantially by float plane flightseeing noise?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
1 Yes	484	38%	28	13%	512	34%
2 No	583	45%	96	44%	679	45%
3 I'm not sure	223	17%	94	43%	317	21%
Total	1,290	100%	218	100%	1,508	100%

6. What should the tourism plan's management objective be regarding air pollution from tourism activities?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
1 Eliminate it	232	18%	33	15%	265	18%
2 Reduce it substantially	407	32%	43	20%	450	30%
3 Reduce it somewhat	229	18%	71	33%	300	20%
4 The current level is fine	295	23%	40	18%	335	22%
5 Some increase is acceptable to me	88	7%	13	6%	101	7%
6 I don't care about this issue	40	3%	18	8%	58	4%
Total	1,291	100%	218	100%	1,509	100%

7. What should the tourism plan's management objective be regarding water pollution from tourism activities?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
1 Eliminate it	481	37%	57	26%	538	36%
2 Reduce it substantially	377	29%	50	23%	427	28%
3 Reduce it somewhat	143	11%	55	25%	198	13%
4 The current level is fine	210	16%	23	11%	233	15%
5 Some increase is acceptable to me	52	4%	16	7%	68	5%
6 I don't care about this issue	29	2%	15	7%	44	3%
Total	1,292	100%	216	100%	1,508	100%

8. What should the tourism plan's management objective be regarding downtown congestion from tourism activities?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
1 Eliminate it	59	5%	16	7%	75	5%
2 Reduce it substantially	395	31%	36	17%	431	29%
3 Reduce it somewhat	377	29%	60	28%	437	29%
4 The current level is fine	234	18%	44	20%	278	18%
5 Some increase is acceptable to me	194	15%	37	17%	231	15%
6 I don't care about this issue	34	3%	24	11%	58	4%
Total	1,293	100%	217	100%	1,510	100%

9. What should the tourism plan's management objective be regarding helicopter flightseeing noise?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
1 Eliminate it	97	8%	13	6%	110	7%
2 Reduce it substantially	385	30%	20	9%	405	27%

3 Reduce it somewhat	280	22%	47	22%	327	22%
4 The current level is fine	306	24%	72	33%	378	25%
5 Some increase is acceptable to me	184	14%	19	9%	203	13%
6 I don't care about this issue	40	3%	46	21%	86	6%
Total	1,292	100%	217	100%	1,509	100%

10. What should the tourism plan's management objective be regarding float plane flightseeing noise?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
1 Eliminate it	66	5%	15	7%	81	5%
2 Reduce it substantially	291	23%	13	6%	304	20%
3 Reduce it somewhat	294	23%	47	22%	341	23%
4 The current level is fine	385	30%	74	34%	459	30%
5 Some increase is acceptable to me	211	16%	24	11%	235	16%
6 I don't care about this issue	46	4%	44	20%	90	6%
Total	1,293	100%	217	100%	1,510	100%

11. What should the tourism plan's management objective be regarding the number of jobs generated by tourism?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
1 Increase substantially	246	19%	20	9%	266	18%
2 Increase somewhat	348	27%	58	27%	406	27%
3 The current level is fine	483	38%	81	38%	564	38%
4 Decrease somewhat	110	9%	16	7%	126	8%
5 Decrease substantially	40	3%	8	4%	48	3%
6 I don't care about this issue	57	4%	32	15%	89	6%
Total	1,284	99%	215	100%	1,499	100%

12. What should the tourism plan's management objective be regarding visitor spending in Juneau?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
1 Increase substantially	374	29%	36	17%	410	27%
2 Increase somewhat	364	28%	43	20%	407	27%
3 The current level is fine	378	29%	76	35%	454	30%
4 Decrease somewhat	71	6%	16	7%	87	6%
5 Decrease substantially	26	2%	7	3%	33	2%
6 I don't care about this issue	72	6%	39	18%	111	7%
Total	1,285	99%	217	100%	1,502	100%

13. What should the tourism plan's management objective be regarding tourism related business opportunities for local residents?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
1 Increase substantially	389	30%	33	15%	422	28%
2 Increase somewhat	372	29%	52	24%	424	28%
3 The current level is fine	353	28%	74	34%	427	29%
4 Decrease somewhat	78	6%	12	6%	90	6%
5 Decrease substantially	29	2%	8	4%	37	2%
6 I don't care about this issue	60	5%	38	18%	98	7%

Total	1,281	99%	217	100%	1,498	100%
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14. Some Juneau residents have expressed concern about the growth of tourism in Juneau. We're wondering if those concerned about tourism growth want to reduce the impacts of tourism or if they object to the absolute numbers of tourists, regardless of their impacts. We know there are ways to lessen the impacts of tourism. So, if impacts were reduced to a tolerable level and kept there, what would you want to do about the volume of cruise ship tourism?

	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
1 would prefer to reduce cruise ship passenger numbers	347	27%	60	28%	407	27%
2 would prefer to limit cruise ship passenger arrivals to about the current levels	324	25%	63	29%	387	26%
3 would be comfortable with minor increases in cruise ship passenger arrivals	346	27%	66	30%	412	27%
4 would be comfortable with substantial increases in cruise ship passenger arrivals	266	21%	29	13%	295	20%
Total	1,283	99%	218		1,501	100%

15. Of the issues discussed in this poll, which are very important to you? (Check as many as you feel strongly about).

	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
1 Air quality	751	58%	125	57%	876	58%
2 Water quality	894	69%	142	65%	1036	69%
3 Downtown Congestion	596	46%	95	44%	691	46%
4 Helicopter Flightseeing Noise	553	43%	41	19%	594	39%
5 Float Plane Flightseeing Noise	389	30%	23	11%	412	27%
6 Tourism Related Jobs	469	36%	60	28%	529	35%
7 Tourism Spending	445	34%	51	23%	496	33%
8 Business Opportunities for Local Residents	626	48%	76	35%	702	46%
Total	4,723		613		5,336	

Results
City and Borough of Juneau
Tourism Management Plan Web Poll #2

	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
Total Participants	1,011		78		1,089	
1. How should Juneau treat travel from neighboring communities (people who come to Juneau to shop and use local services)?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
a Encourage this part of Juneau's tourism economy to grow	766	76%	34	44%	800	74%
b Encourage this part of Juneau's tourism economy to decrease	6	1%	9	12%	15	1%
c These visitors should not be considered in the tourism plan	232	23%	35	45%	267	25%
Total	1,004		78		1,082	

2. How should Juneau treat business and government related travel?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
a Encourage this part of Juneau's tourism economy to increase	709	71%	28	36%	737	69%
b Encourage this part of Juneau's tourism economy to decrease	11	1%	14	18%	25	2%
c These visitors should not be considered in the tourism plan	278	28%	35	45%	313	29%
Total	998		77		1,075	

3. Destination travelers arrive in Juneau by airplane and ferry. They come to Juneau to experience natural and cultural experiences. They usually stay multiple nights, paying for lodging, meals, tours, and retail items. Some of these travelers are "independent travelers" and others buy individual or small group pre-arranged travel packages. How should Juneau treat destination travelers?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
a Encourage this part of Juneau's tourism economy to increase	915	93%	54	69%	969	91%
b Encourage this part of Juneau's tourism economy to decrease	39	4%	16	21%	55	5%
c These visitors should not be considered in the tourism plan	34	3%	8	10%	42	4%
Total	988		78		1,066	

4. Cruise tourism has grown substantially in the last 10 years, almost tripling in volume. Many local businesses have developed to serve these tourists, and a number of jobs have been generated by cruise tourism activities. The rapid increase has also resulted in congestion and impacts to lifestyle. How do you feel Juneau should address cruise tourism?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
a Encourage cruise tourism to continue to grow	211	21%	17	22%	228	21%

b	Work to manage cruise tourism growth at a rate the community can prepare for	336	33%	32	41%	368	34%
c	Work to keep cruise tourism at current levels	151	15%	14	18%	165	15%
d	Work to reduce cruise tourism	307	31%	15	19%	322	30%
Total		1,005	100%	78	100%	1,083	100%

5. Is it more important to you to manage the actual number of cruise passengers (or ships) or to manage the impacts and benefits from cruise tourism?

	Adults		Students		All		
	Number	Percent	Number	Percent	Number	Percent	
a	Manage numbers of passengers and/or ships	326	33%	31	40%	357	33%
b	Manage impacts and benefits	584	58%	38	49%	622	58%
c	I don't think Juneau should seek to manage cruise tourism at all	93	9%	8	10%	101	9%
Total		1,003	100%	77	100%	1,080	100%

6. Juneau is noted among cruise ship destinations for its great tours. Largely because of those tours, cruise ship passengers spend more per passenger in Juneau than in most other destinations in Southeast Alaska and around the world. Those tours, the way things are managed now, cause people to be bussed around the roadways of Juneau. Specific tours have additional benefits and impacts. In general, how do you think Juneau should manage tours? Check all that apply.

	Adults		Students		All		
	Number	Percent	Number	Percent	Number	Percent	
a	Support existing tours	469	13%	46	16%	515	13%
b	Encourage development of more tours and tour companies	256	7%	34	12%	290	7%
c	Reduce number of tours	206	6%	21	7%	227	6%
d	Reduce traffic and congestion impacts related to tours	599	16%	38	13%	637	16%
e	Reduce harbor and waterway congestion from tours	369	10%	25	9%	394	10%
f	Encourage more tour-related jobs for locals	434	12%	33	11%	467	12%
g	Market Juneau-based tours and help tour owners sell to both cruise and non-cruise visitors	464	12%	24	8%	488	12%
h	Enhance quality and reputation of Juneau tours	516	14%	34	12%	550	14%
i	Provide training and assistance to local people seeking tour-related employment	418	11%	39	13%	457	11%
Total		3,731	100%	294	100%	4,025	100%

7. Some tour companies lead guided hikes on local trails. Passenger fee dollars were used to construct a new trail near Outer Point this past year. Over the past two years the Trails Working Group has solicited public comment on the commercial use of trails. Their final report recommended commercial use be limited to specific trails with limits on group size, spacing, and times of use. How should Juneau deal with commercial use of hiking trails? Check all that apply.

	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent

a	Keep citizen input through the Trails Working Group approach	772	40%	44	30%	816	39%
b	Reduce commercial guiding on city and borough owned hiking trails, and encourage state and federal resource managers to adopt a similar position	262	13%	29	20%	291	14%
c	Increase commercial guiding on city and borough owned hiking trails, and encourage state and federal resource managers to adopt a similar position	220	11%	28	19%	248	12%
d	Eliminate commercial guiding on city and borough owned hiking trails, and encourage state and federal resource managers to adopt a similar position	110	6%	9	6%	119	6%
e	Continue to build more trails with tourism-generated funding	589	30%	35	24%	624	30%
Total		1,953	100%	145	100%	2,098	100%

8. Downtown is currently dominated by cruise tourism and related commercial activities between May and September. In the remaining months, many shops are closed. How should Juneau deal with this area? Check all that apply.

	Adults		Students		All		
	Number	Percent	Number	Percent	Number	Percent	
a	It is OK the way things are	199	11%	27	19%	226	11%
b	Develop activities, events, and facilities that will draw locals into downtown during the off season	656	36%	47	33%	703	36%
c	Provide incentives to the shops that choose to stay open and serve local residents	478	26%	40	28%	518	26%
d	Suggest standards for appearance of closed shops to eliminate the boarded up look in the "off season"	496	27%	28	20%	524	27%
Total		1,829	100%	142	100%	1,971	100%

9. Improving summertime congestion downtown can be accomplished in several ways. Which of the following ways should Juneau consider in managing that congestion? Check all that apply.

	Adults		Students		All		
	Number	Percent	Number	Percent	Number	Percent	
a	Limit the docking of cruise ships in the downtown area	357	14%	32	14%	389	14%
b	Develop a second cruise ship docking area away from downtown	300	12%	42	19%	342	13%
c	Improve roads and loading areas for vans and busses	440	18%	38	17%	478	18%
d	Provide parking outside downtown and a shuttle service for people working in the downtown area	440	18%	44	20%	484	18%

e	Move truck delivery service in the area to times when the ships are not in	278	11%	29	13%	307	11%
f	Manage passenger pickup to reduce the number of vehicles, or to reduce the number of large vehicles carrying few passengers (that is, minimize the number of mostly "empty" buses driving around)	659	27%	36	16%	695	26%
Total		2,474	100%	221	100%	2,695	100%

10. Which of the following are of higher priority?

	Adults		Students		All		
	Number	Percent	Number	Percent	Number	Percent	
a	Reducing downtown congestion	412	41%	28	36%	440	41%
b	Increasing jobs and business opportunities	256	26%	22	28%	278	26%
c	These are equally important	268	27%	23	29%	291	27%
d	Neither is a high priority	67	7%	5	6%	72	7%
Total		1,003	100%	78	100%	1,081	100%

11. Which of the following are of higher priority?

	Adults		Students		All		
	Number	Percent	Number	Percent	Number	Percent	
a	Increasing Juneau's destination tourism economy	463	46%	18	23%	481	44%
b	Increasing Juneau's cruise tourism economy	15	1%	6	8%	21	2%
c	These are equally important	267	27%	31	40%	298	28%
d	Neither is a high priority	259	26%	23	29%	282	26%
Total		1,004	100%	78	100%	1,082	100%

12. Which of the following are of higher priority?

	Adults		Students		All		
	Number	Percent	Number	Percent	Number	Percent	
a	Having all the cruise ships dock or anchor in the downtown area	195	20%	9	12%	204	19%
b	Reducing downtown congestion	486	49%	42	54%	528	49%
c	These are equally important	170	17%	15	19%	185	17%
d	Neither is a high priority	147	15%	12	15%	159	15%
Total		998	100%	78	100%	1,076	100%

13. Which of the following are of higher priority?

	Adults		Students		All		
	Number	Percent	Number	Percent	Number	Percent	
a	Air and water quality	591	59%	51	66%	642	59%
b	Cruise tourism economy	107	11%	10	13%	117	11%
c	These are equally important	287	29%	13	17%	300	28%
d	Neither is a high priority	22	2%	3	4%	25	2%
Total		1,007	100%	77	100%	1,084	100%

14. Destination travel has not developed, in Juneau, to the extent that it has in many cruise ship stops around the world. Juneau has the natural and cultural attractions on which to base quality destination travel experiences. To be successful in that market, Juneau would need to develop nature-oriented lodging facilities, more dining facilities, and more guided experiences/activities geared to these travelers. Should Juneau encourage and support the development of these types of businesses?

	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
a Yes	416	41%	25	32%	441	41%
b No	178	18%	10	13%	188	17%
c Yes, but we need to manage the scale of destination travel	376	37%	27	35%	403	37%
d This is not important to me	33	3%	16	21%	49	5%
Total	1,003	100%	78	100%	1,081	100%

15. It is possible that Juneau will need to choose between accommodating (and managing) more cruise tourism growth, or face the possibility of substantial cuts to the existing cruise volume. Accommodating growth could require significant investment. Reducing volume could be accompanied by substantial loss of jobs, business opportunities, and public sector revenue (from taxes). Given those choices, which would you prefer? (Note: there may be other choices. The planning team is, in this question, seeking citizen guidance on these two alternatives.)

	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
a Find ways to serve the anticipated increase in numbers of cruise ships	495	50%	48	62%	543	51%
b Take the chance of losing some of Juneau's cruise volume, and possibly the jobs and business opportunities associated with that volume	499	50%	30	38%	529	49%
Total	994	100%	78	100%	1,072	100%

Results City and Borough of Juneau Tourism Management Plan Web Poll #3

	Adults		Students		All	
Total Participants	916		61		977	
1. A number of people have indicated they think that the City and Borough of Juneau should not be in the business of managing tourism. Some feel that so long as tourists and businesses are abiding by existing laws, that local government should stay out of the way. Do you think that it is appropriate for the City and Borough of Juneau to manage the negative impacts and positive benefits from tourism?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
Yes	720	79%	35	57%	755	78%
No	162	18%	4	7%	166	17%
I don't know	30	3%	22	36%	52	5%
Total	912	100%	61	100%	973	100%
2. Do you think that it is appropriate for the City and Borough of Juneau to manage the number of visitors that come to Juneau?						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
Yes	530	58%	30	50%	560	58%
No	346	38%	15	25%	361	37%
I don't know	36	4%	15	25%	51	5%
Total	912	100%	60	100%	972	100%
3. If Juneau's tourism plan is to be effective (to accomplish Juneau's goals), it must protect the needs and wants of the people <u>AND</u> create an environment that invites individuals and companies to create and operate tourism businesses. <i>If Juneau adequately addresses tourism's negative impacts and positive benefits, should the City and Borough be encouraging and supporting tourism business?</i>						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
Yes	538	59%	19	32%	557	58%
No	172	19%	6	10%	178	18%
Juneau should selectively support tourism businesses	198	22%	35	58%	233	24%
Total	908	99%	60	100%	968	100%
4. What should the City and Borough of Juneau's position be regarding new tourism businesses or activities contemplated in Juneau? Check all that apply.						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
Do everything it can to help tourism activities get off to a good start	314	34%	29	48%	343	35%
Help businesses find ways to comply with existing laws and regulations	555	61%	34	56%	589	60%
Integrate new tourism activities into marketing efforts	346	38%	13	21%	359	37%
Provide tourism data that can help in planning new tourism activities and businesses	530	58%	20	33%	550	56%

Look for potential negative impacts from new business activities and help the businesses avoid those impacts	540	59%	28	46%	568	58%
Look for potential negative impacts from new business activities and prevent business activities from starting when negative impacts are likely	368	40%	15	25%	383	39%
CBJ should <u>NOT</u> facilitate the startup of new tourism activities	210	23%	9	15%	219	22%
CBJ should neither encourage nor discourage new tourism business activities	168	18%	10	16%	178	18%
Total	3031		158		3189	

5. In many destinations around the world, tourism has been actively courted to help the destination achieve social benefits, as well as economic benefits. For example, a new performing arts center could be jointly developed to serve cruise passengers one part of the year and local/regional residents in another. Would you support tourism development ideas that benefit both tourism and community?

	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
Yes	314	34%	20	33%	334	34%
No	68	7%	3	5%	71	7%
It depends on costs	57	6%	8	13%	65	7%
It depends on potential negative impact and benefits	49	5%	16	26%	65	7%
It depends on costs, potential negative impacts, and potential benefits	425	46%	14	23%	439	45%
Total	913	100%	61	100%	974	100%

6. A number of people have indicated they feel that change must happen quickly, especially in regard to the reduction of noise and congestion. Many of those changes would require direct investment by the Juneau tourism industry. Some tourism businesses have already experienced losses as a result of recent international events, and many are anticipating both higher costs and lower revenues (fallout from international events) for the next season. How patient are you with the timetable for change for noise and congestion?

	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
I need to see major improvements right away	216	24%	13	21%	229	23%
I can be patient, if I am confident that real solutions are underway	403	44%	28	46%	431	44%
I feel no sense of rush	156	17%	16	26%	172	18%
I'm not concerned about noise and pollution	139	15%	4	7%	143	15%
Total	914	100%	61	100.00%	975	100.00%

7. In interviews with stakeholders, and in public meeting discussions, some people felt strongly that Juneau should act to reduce the numbers of cruise ships (and disembarking passengers) in Juneau. Do you think that Juneau should give serious consideration to reducing the number of cruise ships that stop in Juneau?

	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
Yes	373	41%	20	33%	393	40%
No	487	53%	19	32%	506	52%
I don't know	56	6%	21	35%	77	8%
Total	916	100%	60	100%	976	100%

8. Some people have suggested that larger cruise ships should be managed differently than smaller cruise ships. Do you feel that Juneau should be managing small cruise ships differently than it manages large cruise ships?

	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
Yes	404	44%	19	32%	423	44%
No	329	36%	21	35%	350	36%

I don't know	179	20%	20	33%	199	20%
Total	912	100%	60	100%	972	100%

9. Juneau was not laid out for high volume tourism. When cruise tourism grew rapidly it stretched infrastructure capacity and created congestion. Juneau has worked to modify existing infrastructure to accommodate this growth, but there may be limits to the number of ships and passengers that can be handled in the downtown harbor. Some destinations have chosen to design and build dedicated facilities for cruise ship arrivals - managing them so that most of the visitors and visitor activities don't use the same space as residents. How would you feel about such an idea for Juneau?

	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
I would like that	155	17%	18	30%	173	18%
I wouldn't like that	185	20%	4	7%	189	19%
I need to hear more about this idea before I decide	572	62%	38	63%	610	63%
Total	912	100%	60	100%	972	100%

10. Two independent efforts are underway to plan for waterfront development in the downtown and support area. Many local people are interested in access to the waterfront. Some in the tourism industry are interested in making the downtown waterfront more aesthetically appealing and visitor friendly. In planning the waterfront, how should planners prioritize use?

	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
Community needs and uses should come first	388	42%	34	60%	422	44%
Top priority should be the needs of the visitor industry	56	6%	5	9%	61	6%
The two uses are of equal priority, and plans should reflect that balance	467	51%	18	32%	485	50%
Total	911	99%	57	100%	968	100%

11. Tourism is currently Juneau's second most important economic activity, after state government. Many destinations that have significant tourism economies put great effort into tourism education and training programs. Do you think that Juneau should incorporate tourism education into public education and bring training programs to residents seeking employment in the tourism sector?

	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
Yes	403	44%	16	27%	419	43%
No	327	36%	7	12%	334	34%
I am not sure	180	20%	36	61%	216	22%
Total	910	99%	59	100%	969	100%

12. Here are some facts about Juneau's cruise economy:

* Juneau captures nearly half of the direct spending by cruise lines, cruise passengers, and crew in Southeast Alaska - about \$90 million in 1998.

* Cruise passenger spending is \$180/arriving passenger, which is well above regional and international averages.

* Cruise passengers account for 85% of the non-resident visitor arrivals in Juneau.

* Cruise travel has grown steadily for the last 10 years, with an average growth rate of over 10% per year between 1990 and 2000.

What position(s) should Juneau's tourism plan take regarding cruise tourism's economic impacts? Check all that make sense to you.

	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
Increase - Find ways that Juneau can be even more attractive to cruise travel	285	31%	22	36%	307	31%
Increase - Find ways to increase the spending level of passengers	342	37%	14	23%	356	36%
Increase - Let cruise continue to grow, but grow destination travel and regional travel economies to balance it	313	34%	16	26%	329	34%

Maintain - Protect this important economy for Juneau	285	31%	25	41%	310	32%
Maintain - Work to keep the cruise economy strong, but make sure negative impacts are under control	436	48%	26	43%	462	47%
Decrease - Slow down cruise growth, because the negative impacts are more important than the economic impacts	307	34%	13	21%	320	33%
Decrease - Juneau doesn't need this economy	36	4%	3	5%	39	4%
Total	2004		119		2123	

13. Here are some facts about destination travelers:

* They arrive in Juneau by airplane and ferry; come to Juneau to experience natural and cultural experiences; and usually stay multiple nights, paying for lodging, meals, tours, and retail items. Some of these travelers are "independent travelers" and others buy individual or small group pre-arranged travel packages.

* According to planning project analysis, destination travel accounted for about 40-50,000 visitors in 1999.

* Those visitors average about three nights in Juneau. Spending is about \$437 per arriving visitor, including lodging, retail expenditures, food, entertainment, and sightseeing. Destination travel volume has not changed much over the last ten years.

What position(s) should Juneau's tourism plan take regarding destination travel economic impacts? Check all that make sense to you.

	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
Maintain - Protect this important economy for Juneau	380	41%	29	48%	409	42%
Increase - Expand destination travel	404	44%	11	18%	415	42%
Increase - Expand destination travel, but keep a wary eye on negative impacts that may crop up if volume increases	424	46%	11	18%	435	45%
Increase - Expand destination travel, but keep the scale reasonable	278	30%	13	21%	291	30%
Reduce - Reduce destination travel - the economic contribution is not worth the negative impacts	43	5%	9	15%	52	5%
Ignore - Don't do anything about travel - it doesn't contribute enough to the economy to worry about it	24	3%	12	20%	36	4%
Total	1553		85		1638	

14. Juneau residents have identified a number of tourism management goals. Which three of these goals are MOST important to you.

	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
Protecting the tourism that Juneau has now	198	22%	14	23%	212	22%
Reducing flightseeing noise	276	30%	8	13%	284	29%
Reducing congestion in downtown	207	23%	19	31%	226	23%
Providing a positive environment for tourism business operation	255	28%	13	21%	268	27%
Managing growth to a socially acceptable rate	108	12%	13	21%	121	12%
Managing growth so that negative impacts don't get out of hand	248	27%	17	28%	265	27%
Managing tourism to maximize employment opportunities	128	14%	5	8%	133	14%
Safeguarding air and water quality	441	48%	36	59%	477	49%
Increasing the percentage of destination (including independent) travelers	213	23%	6	10%	219	22%

Reducing the number of cruise ships calling on Juneau	173	19%	9	15%	182	19%
Growing the economic benefits of tourism in Juneau	224	24%	12	20%	236	24%
Managing tourism to pay for the negative impacts it generates	241	26%	14	23%	255	26%
Total	2712		166		2878	
15. Juneau residents have identified a number of tourism management goals. Which <u>three</u> of these goals are <u>LEAST</u> important to you.						
	Adults		Students		All	
	Number	Percent	Number	Percent	Number	Percent
Protecting the tourism that Juneau has now	269	29%	9	15%	278	28%
Reducing flightseeing noise	365	40%	25	41%	390	40%
Reducing congestion in downtown	231	25%	21	34%	252	26%
Providing a positive environment for tourism business operation	345	38%	13	21%	358	37%
Managing growth to a socially acceptable rate	134	15%	12	20%	146	15%
Managing growth so that negative impacts don't get out of hand	32	3%	8	13%	40	4%
Managing tourism to maximize employment opportunities	300	33%	12	20%	312	32%
Safeguarding air and water quality	58	6%	11	18%	69	7%
Increasing the percentage of destination (including independent) travelers	120	13%	15	25%	135	14%
Reducing the number of cruise ships calling on Juneau	420	46%	17	28%	437	45%
Growing the economic benefits of tourism in Juneau	237	26%	12	20%	249	25%
Managing tourism to pay for the negative impacts it generates	91	10%	10	16%	101	10%
Total	2602		165		2767	