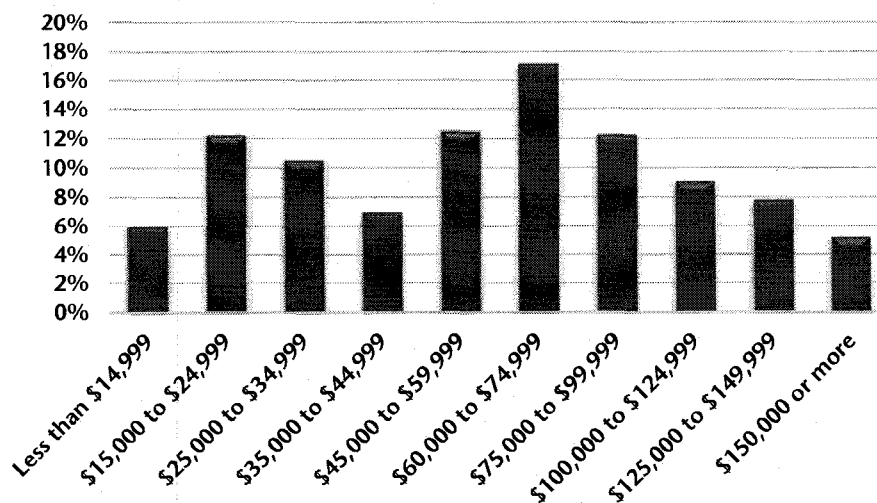


## Initiative: Build the Senior Economy

### Introduction

Juneau is home to over 3,200 seniors age 65 and older. These seniors make up approximately 10 percent of the city's population. Seniors are invaluable members of the community, contributing in numerous ways, culturally, socially, and financially. While individual savings and income varies, as a group the Juneau senior population represents a significant portion of wealth in the community. According to the recent 2014 Juneau Senior Housing and Services Market Demand Study, much of this income comes from State of Alaska retirement plans and other retirement plans (currently over 6 in 10 Juneau seniors are enrolled in the Alaska Public Employees' Retirement System (PERS) or Teacher Retirement System (TRS)).

**Percent of CBJ Householders 65 Years and Older by Household Income in the Last 12 Months, 2012**



Source: 2010-2012 American Community Survey 3-Year Estimate in 2012 Inflation-Adjusted Dollars.

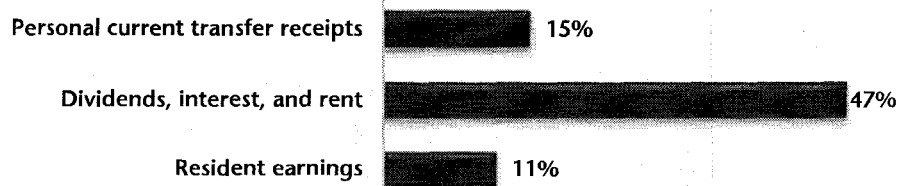
According to migration analysis in the same study, most Juneau seniors remain in the community after retirement. These seniors contribute to the Juneau economy in a number of ways, including through direct spending on goods and services. Many seniors contribute to the economy further by donating money and time to a wide variety of civic, service, and religious entities. Additionally, Juneau seniors serve as caregivers in the community, for children, other seniors, and people of all ages in need of support. Much of this caregiving allows others in a household to participate in the economy who otherwise would not be able to.

The role of seniors in Juneau's economy will grow in importance in the coming years. Projections are that within ten years one-fifth of Juneau's population will be over 65 years of age. The proportion of seniors in the population is projected to remain at or near 20 percent through 2042. Juneau is presented with both a challenge and an opportunity in this growing segment of our population. Within the next decade, the community will shoulder the responsibility of providing increased levels of senior services. At the same time, Juneau has an opportunity to harness the economic potential these seniors offer our community. This potential includes more jobs and

spending that will accompany new services for seniors, as well as additional retirement income and savings that will circulate in the community. Seniors in the workforce will also present an opportunity to increase Juneau resident employment versus non-resident.

Between 2003 and 2012, Juneau resident personal income from dividends, interest, and rent grew at a much faster rate (47 percent total increase) than the other two primary sources of income in the community: resident earnings increased 11 percent and transfer receipts increased 15 percent. "Dividends, interest, and rent" describes investment income, such as dividend income from stock ownership (including dividends paid to retirement plans), interest earned on savings accounts and bonds, and rental income from property ownership. As more residents retire, this source of income will continue to become more prominent in the Juneau economy.

#### Growth in Juneau Resident Personal Income, Percent Change, 2003 – 2012



Source: Bureau of Economic Analysis.

### Potential Threats/Opportunities

An initiative to carefully plan and structure services and opportunities related to Juneau's aging population will benefit the Juneau economy as a whole. One challenge Juneau will face is providing the services and amenities that will encourage residents to remain in Juneau once they retire. Important factors in keeping seniors within the community include opportunities to age in place or access age-appropriate housing, access to health care and basic needs, a cost of living that is affordable for retirees, ease of mobility, and opportunities for community involvement and support. Juneau could also play a greater role in serving the needs of seniors from surrounding communities.

**Senior housing:** As Juneau residents age, many need or choose to re-assess their housing situation. Some Juneau seniors choose to "age-in-place," living in their current residence and possibly making modifications to the residence in order to remain there. Other seniors may move from their homes to alternate living arrangements. Such a move may entail down-sizing to a place that has better access or is easier to maintain and/or afford, or a move to organized housing with health care or other support services. The city is taking an important step toward securing housing that meets the needs of Juneau seniors through the current Juneau Senior Housing and Services Market Demand Study.

**Health care:** As health care needs increase with age, so do health-related expenditures. It is estimated that Juneau residents 65 years old and older spent over \$90 million on health care in 2013. This number demonstrates the importance of health care services in the economy. As the number of seniors increases, so will expenditures on health care.

### Health Expenditures for Juneau Residents by Age Cohort, 2013

Age Group	Est. Alaska Expenditures per Capita	Juneau Population	Total Est. Health Expenditures by Juneau Residents
0-19	\$5,800	8,252	\$49 million
20-44	\$7,400	11,392	\$83 million
45-54	\$11,500	5,292	\$61 million
55-64	\$17,100	4,866	\$82 million
65-74	\$23,700	2,218	\$49 million
75+	\$41,600	1,044	\$43 million
<b>Total</b>	<b>\$11,200</b>	<b>33,064</b>	<b>\$367 million</b>

Note: Columns may not sum due to rounding.

Source: CMS, National Health Statistics Group; DOWLD, Research and Analysis; U.S. Census. Calculations by McDowell Group.

A significant portion of this spending likely occurs, and will continue to occur, outside of Juneau, especially in Seattle and Anchorage. However, opportunity exists for establishing more health services in Juneau and, subsequently, capturing more health care spending within the Juneau economy. A recent survey of Juneau seniors, conducted by the Juneau Commission on Aging, identified some perceived outstanding health care needs in Juneau. These needs include more medical specialists and medical care options overall. Specific perceived needs identified within Juneau include:

Specific Needs Identified	
• Gerontologists, geriatric physicians	• Stroke center
• Sub-acute care	• Heart and lung specialist
• Rehab facilities	• Mental health care providers
• Cardiology unit at hospital	• Health clubs that focus on aging

While this list is not inclusive, it does demonstrate the depth and breadth of potential health related business opportunities in Juneau.

**Basic Needs/Cost of Living:** Many Juneau seniors face challenges in meeting their basic needs, including food, shelter, transportation, and health care. One frequently cited need is for reliable transportation, as seniors often either can no longer drive or do not have a vehicle and, thus, face difficulties accessing basic necessities, such as food, medications, and medical care. While Juneau does have many great transportation options for seniors, such as the Care-A-Van service, transportation improvements for Juneau seniors include not only better vehicular access, but also improvements to winter mobility (including maintenance of sidewalks and parking lots) and transportation-related logistics such as bus schedules.

**Information and Education:** In order to better serve Juneau seniors, it is important to track data on the type and level of support available to seniors. This data might including the number of seniors in need of food resources, transportation, and health support. Data collection and analysis is especially important for identification of gaps in service. A comprehensive community assessment that includes mapping of senior needs

(see the Clackamas County case study as an example), may help provide a more comprehensive picture of senior needs in the community.

As Juneau's working population ages, residents will need to prepare for retirement. The better prepared for retirement the Juneau population is, the better Juneau's economy will be. Thus, education on retirement planning will be a worthwhile investment, with the long-term goals of increasing financial security among future senior populations.

## **Community Support for the Initiative**

Over 80 percent of Juneau households believe expanding senior services is a somewhat or very important economic development strategy, with 43 percent of households stating this strategy is very important. Juneau businesses also recognize the economic development benefits of expanding senior services in the community: 36 percent of Juneau businesses surveyed believe expanding senior services is a very important economic development strategy, while another 44 percent believe this strategy is somewhat important. Comments in both the household and business survey draw particular attention to the need for more and improved senior housing and for enhanced health care services for seniors.

Several organizations and businesses concentrate on senior issues in the Juneau. The Juneau Commission on Aging continues to advocate for Juneau seniors, as do many health care entities and non-profits in town. Recent attention to senior food issues, housing, and overall planning for seniors in the community have led to improvements and collaborations by the many providers who currently serve the senior population. Such efforts must be supported and expanded to prepare for this changing demographic in the community.

Important components of a strategy to support Juneau seniors and nurture the economy they support follow.

## **Build the Senior Economy: Objectives and Actions**

***Goal: Facilitate development of services and facilities necessary for residents to comfortably and affordably retire in Juneau. In this way, Juneau seniors can continue to participate in the economy and contribute to the community.***

**Objective 1. Support development of a range of housing options and supportive services that meet the needs of Juneau's senior population. (See Housing Initiative)**

- |                   |  |
|-------------------|--|
| <b>Action 1-A</b> | Implement recommendations from the 2014 Juneau Senior Housing and Services Market Demand Study, which focuses on senior assisted living housing development. |
| <b>Action 1-B</b> | Identify public/private partnerships, including those to provide land for assisted living development in the community.                                      |
| <b>Action 1-C</b> | Identify alternate funding options for senior housing development. These may or may not include city bonding, grant programs, or other funding sources.      |
| <b>Action 1-D</b> | Support independent senior housing, including additional dwelling units (accessory apartments) within seniors' homes.  |

*Continued on next page.*

## Build the Senior Economy: Objectives and Actions (continued)

<b>Objective 2. Increase the depth and breadth of local, skilled health care workers and services for seniors.</b>	
<b>Action 2-A</b>	Prepare a needs list/gap analysis for senior health care services in Juneau and make it available to entrepreneurs and health care providers.
<b>Objective 3. Develop more in-home care options for Juneau seniors.</b>	
<b>Action 3-A</b>	Ensure CBJ adequately supports home health care for Juneau seniors, including around the clock respite and hospice care.
<b>Action 3-B</b>	Institute a home health care agency.
<b>Action 3-C</b>	Train a workforce to provide care in assisted living facilities and for in-home care and personal attendants.
<b>Objective 4. Improve senior access to community-based services and activities.</b>	
<b>Action 4-A</b>	Expand data collection on Juneau senior needs and availability of resources.
<b>Action 4-B</b>	Improve Juneau transportation services specifically for seniors. <ul style="list-style-type: none"> <li>• Regularly update the Juneau Coordinated Human Services Transportation Plan.</li> <li>• Ensure all bus stops and sidewalks in commercial areas are safe and clear of snow and ice.</li> <li>• Provide information to seniors on services available to help access basic needs, include case management in this process.</li> <li>• Evaluate and enhance Care-A-Van service to ensure it meets senior needs, including service schedules and the amount of items clients may transport per trip.</li> </ul>
	Encourage entrepreneurial solutions to improve senior access to food, such as grocery deliveries, and medical resources, such as prescription deliveries.
	Support meal delivery services for homebound seniors.
	<ul style="list-style-type: none"> <li>• Support Meals on Wheels.</li> <li>• Consider a volunteer shopper program.</li> </ul>
<b>Action 4-E</b>	Consider a full-service senior center as a central information source and center for activities and services.
<b>Action 4-F</b>	Institute a senior-friendly business program.
<b>Objective 5. Increase meaningful opportunities for seniors to be involved in the community through volunteerism, activities, and job opportunities.</b>	
<b>Action 5-A</b>	Develop a senior "talent pool" of residents interested in paid jobs and volunteer positions.
<b>Action 5-B</b>	Increase opportunities for meaningful volunteer activities.
<b>Action 5-C</b>	Increase opportunities for lifelong learning.
<b>Objective 6. Prepare the next generation of Juneau retirees</b>	
<b>Action 6-A</b>	Coordinate with AARP, UAS, CPAs, estate planning attorneys, and other local financial planners to provide community courses on preparing for retirement.

### Selection Criteria Review: Build the Senior Economy

*This table describes how each initiative will benefit Juneau economically. Benefits are described within the framework of the 10 criteria used to help select priority objectives and action items for the plan.*

Factors	Criteria
Job creation or retention	The initiative is primarily about keeping senior retirement dollars in the Juneau economy by making Juneau an attractive and affordable place to retire. To the extent that new facilities and services are developed to better meet the needs of seniors, there is also a job creation component.
Community economic resiliency	Juneau's senior population might be viewed as another at-risk segment of the economy. This risk is loss of retirement dollars out of Juneau. To the extent that Juneau can strengthen the community's capacity to serve seniors, the economy will be more diversified, which is an important aspect of resiliency.
Investment leverage	Local investment in senior-related services and facilities may have potential for leveraging additional government funding and private sector investment, around housing, assisted living, other elder care facilities, and medical care.
Distribution of economic benefits	This initiative could economically benefit all seniors but more so low-income seniors. Economic benefits would also be fairly narrowly focused on the businesses that provide goods and services to seniors.
Direct or indirect wealth creation	Primarily about wealth preservation, as local residents move from wage income to retirement income. Some possibility of wealth creation, if a stronger base of needed services attracts seniors from outlying communities.
Foundational benefits	The success of other initiatives is not directly dependent on this initiative.
Multiplier effects	Modest multiplier impacts mostly associated with induced effects (seniors spending their income in Juneau). Possible indirect impacts associated with new or expanded businesses catering to seniors.
Expenditure and revenue impacts	No anticipated direct revenue back to CBJ.
Community support	80 percent of Juneau households believe expanding senior services is an important economic development strategy, with more and improved senior housing and enhanced health care services for seniors recognized as key issues.
Leadership	Strong leadership provided by the Juneau Commission on Aging, with funding support from the Assembly.

### **Clackamas County, Oregon – Senior-Friendly Economies Case Study**

Clackamas County, which lies immediately to the east of Portland, covers a predominately rural area within which most of the communities have populations under 30,000. Like many areas of the country, the County expects an increase over time in the proportion residents over the age of 65. In anticipation of this change, in 2009 the Clackamas County Social Services (CCSS) Division partnered with AARP Oregon and the Oregon State University Extension Service to launch a comprehensive senior needs assessment.

The assessment process was dubbed *engAGE in Community*. CCSS staff used the assessment itself as an opportunity for meaningful senior engagement and participation. With the assistance of researchers from Oregon State University and Portland State University, CCSS coordinated the recruitment of local seniors and residents in a participatory mapping project, Mapping Attributes: Participatory Photographic Surveys (MAPPS). MAPPS participants were given GPS enabled cameras, and instructed to take pictures of things in the community that helped or hindered their ability to live there. These photos, along with comments from the photographer for each feature, were then loaded into a map to help identify trends and problem areas.

During the course of the MAPPS project, 62 volunteers submitted over 630 photos of community features. General themes emerged from the submissions: transportation was by far the most frequently mapped barrier, as residents documented adverse conditions related to walkability, pedestrian safety and accessibility. Housing was also a commonly cited concern. The information gathered through the mapping process, as well as the data from over 100 one-on-one interview with seniors, focus groups, and a community survey were compiled into a report, and was eventually included in the Area Plan for Aging.

*EngAGE in Community* has morphed into an ongoing means to implement community improvements and programs. The initiative led to the formation of a county-wide Age Friendly Committee. While many of the big issues of transportation and housing remain unresolved, the measure of *engAGE* initiative's success is in the continued engagement and support that the community has built towards making Clackamas County livable for residents of all ages.

*See Appendix B – Economic Development Case Studies, for more information.*





## Juneau Economic Plan - April 10, 2017 Status Report

Objective	Action	Action Description	Lead	Status April 2017
Engage in planning, policy-making, and monitoring activities necessary to ensure that marine freight service to and from Juneau is high-quality and the most affordable possible.	1.3.A	Assign a central authority to:	Chamber of Commerce	The Chamber held a meeting with the primary shippers on March 13th. Chamber leadership, the McDowell Group and representatives from Alaska Air Cargo, Alaska Marine Lines, Alaska Marine Highway System and the Southeast Conference, all participated in a work session to review the draft survey. There were several suggested changes and a very good discussion by all involved. A follow up meeting was held on April 3rd to review the results of the March 13 work session. Once any change have been incorporated, the McDowell group will conduct the first phase of the survey during April before the ships start to arrive and distract some of the businesses attention to taking the survey.
	1.3.A.1	Provide a single, consistent place for Juneau (and northern Southeast Alaska) where freight pricing data and concerns can be reported (confidentially if needed).		
	1.3.A.2	Promote better communication and problem-solving to benefit both Juneau and shippers by meeting with AML and Samson Tug & Barge on a semi-annual basis to discuss issues of concern, such as rate trends and opportunities, volumes transshipped, facility needs, and outreach and marketing.		
	1.3.A.3	Support opportunities to reduce fuel surcharges coincident with declining fuel prices.		
	1.3.A.4	Coordinate shipper-business education, and business-to-business logistics communications/coordination.		
	1.3.A.4.a	It will be less expensive to ship 2 pallets once a week, rather than 1 pallet twice a week.		
	1.3.A.4.b	Are there any cost-saving opportunities to use back-haul rates by coordinating export transshipment (seafood and alcohol) with imports (lumber, groceries, other).		
	1.3.A.4.c	Explore if centralized logistics communication could promote cost savings, such as builders sharing container loads.		
	1.3.B	Explore opportunities to make a public, or private, dock readily available in order to make Juneau more attractive to additional marine transporters.		
2. Build the Senior Economy		Goal: Facilitate development of the services and facilities necessary for residents to comfortably and affordably retire in Juneau.		
Why Pursue? To allow residents to continue participating in and supporting the economy as they age and retire.				
Support development of a range of housing options and supportive services that meet the needs of Juneau's senior population. (See Housing initiative)	2.1.A	Implement recommendations from then 2014 Juneau Senior Housing and Services Market Demand Study, which focuses on senior assisted living housing development.	CBJ - CDD/PC JEDC	A conditional use permit for the assisted living facility at Vintage Park, the Riverview Senior Community, was approved by the PC at its 6/28 meeting. The facility will consist of 80 units with 88 beds. The assisted living section will consist of 54 units, and the memory care section will consist of 26 units with 32 beds. The project is seeking funding.
	2.1.B	Identify public/private partnerships, including those to provide land for assisted living development in the community.	CBJ JEDC	CBJ Staff have been meeting with the group that is working on developing new assisted living senior housing. Ongoing
	2.1.C	Identify alternate funding options for senior housing development. These may or may not include city bonding, grant programs, or other funding sources.	CBJ	CBJ Finance Director is working with local organization developing assisted living senior housing to try and identify financing options. Work is ongoing with meetings occurring on a regular basis.

## Juneau Economic Plan - April 10, 2017 Status Report

1. Enhance Essential Infrastructure		Goal: Support transportation infrastructure-related policies and developments that will provide access to developable land and control of lower the cost of freight shipment into and out of Juneau.		
Why Pursue? Foundational. Access to high-value, locally-controlled assets; potential to lower cost of living and cost of doing business. Gives the community room to grow.				
Objective	Action	Action Description	Lead	Status April 2017
Proceed with extension of North Douglas Highway, and North Douglas/Gastineau Channel Bridge construction to realize the residential, commercial, transshipment and maritime, industrial, and recreational potential of West Douglas.	1.1.A	Maintain strong municipal support for construction of a North Douglas/Gastineau Channel Bridge to accommodate new “nodes” of development in West Douglas. Each node should feature some type of commercial, industrial, maritime, or recreational draw.	CBJ Assembly	
	1.1.B	Renew the CBJ/Goldbelt MOA concerning West Douglas development, which will expire April, 2015. Beyond that, next steps will include: <ul style="list-style-type: none"><li>• Obtaining state, federal and tribal support and funding for project planning and permitting</li><li>• Design and construction</li><li>• Environmental impact analysis</li><li>• State of Alaska best interest finding, and/or other decision document</li><li>• Permitting</li><li>• Obtaining the corridor right of way</li><li>• Detailed design</li><li>• Construction</li></ul>	CBJ Staff	Construction of pilot road is underway. Estimated completion date is June 30, 2017.
	1.1.C	Proceed with evaluation of the engineering design and costs, as well as the environmental impacts of a North Douglas Gastineau Channel Bridge crossing. This analysis should consider changed conditions since 2007 when the Vanderbilt Hill Route was selected.	CBJ	
	1.1.D	Develop public-private partnerships to secure CBJ land and road access, including establishment of a public/private task force to lead West Douglas development planning.	CBJ	General topic identified as a 2017 Assembly priority.
Complete a JIA Sustainability Master Plan that supports Juneau’s aviation-related business and economic development needs.	1.2.A	Ensure the 2016 Airport Master Plan: <ul style="list-style-type: none"><li>• Accounts for regional and industry trends and opportunities in cargo, avionics, and fleet changes.</li><li>• Contains provisions to ensure the airport is a welcoming place for tourists, regional passengers, and an attractive Gateway to Capital City.</li></ul> Provides efficient, shovel-ready and revenue-oriented lease lot opportunities and configurations.	CBJ- JNU	JNU is currently finalizing the Sustainability Airport Master Plan with the goal to have it adopted by the Assembly in Summer 2017. Airport consultants will provide the completed Master Plan once the financial plan/review is completed. Timing is dependent on FAA review of the Airport Layout Plan portion. is dependent on FAA review.
	1.2.B	Keep airfares and air freight cost to/from the Capital City as competitive as possible; communicate regularly with airlines about how fuel surcharges are or could change due to declining fuel prices.	CBJ- JNU	Airport management has frequent meetings with Airline officials with the goal of keeping costs down and improving service.

### Juneau Economic Plan - April 10, 2017 Status Report

Objective	Action	Action Description	Lead	Status April 2017
	2.1.D	Support independent senior housing, including additional dwelling units (accessory apartments) within seniors' homes.	CBJ - CDD/PC JEDC	The conditional use permit for the senior housing facility at Vintage Park, Trillium Senior Housing, was approved by the PC at its 7/26 meeting. This development will contain 49 units, 41 of which will be affordable housing apartments, and 8 units will be market rate apartments. Trillium Senior Housing has received their building permit and work has been initiated. They expect to receive their certificate of occupancy by mid summer.
Increase the depth and breadth of local, skilled health care workers and services for seniors.	2.2.A	Prepare a needs list/gap analysis for senior health care services in Juneau and make it available to entrepreneurs and health care providers.	JCOA - Juneau Commission on Aging	Committee has this item on their "to do" list. They are assessing how to accomplish this given the volunteer nature of the group.
Develop more in-home care options for Juneau seniors.	2.3.A	Ensure CBJ adequately supports home health care for Juneau seniors, including around the clock respite and hospice care.		
	2.3.A	Train a workforce to provide care in assisted living facilities and for in-home care and personal attendants.	UAS	UAS currently provides training in Juneau for Certified Nurse Aides and Nurses.
Improve senior access to community-based services and activities.	2.4.A	Expand data collection on Juneau senior needs and availability of resources.	JCOA - Juneau Commission on Aging	The Committee is beginning to plan for their 2020 Senior Citizen Survey.
	2.4.B	Improve Juneau transportation services specifically for seniors.	CCS - Catholic Community Services	This plan is updated on an annual basis to reflect current priorities for the agencies involved. The update results in a resolution expressing support for the Juneau Coordinated Transportation Coalition's Prioritization of Projects to qualify for grant funding by the Alaska Department of Transportation & Public Facilities. The Assembly passed Resolution 2774 at its November 7, 2016 meeting.
	2.4.B.1	Regularly update the Juneau Coordinated Human Services Transportation Plan.	CBJ - CDD	
	2.4.B.2	Ensure all bus stops and sidewalks in commercial areas are safe and clear of snow and ice.	private sector	
	2.4.B.3	Provide information to seniors on services available to help access basic needs, include case management in this process.		
	2.4.B.4	Evaluate and enhance Care-A-Van service to ensure it meets senior needs, including service schedules and the amount of items clients may transport per trip.	CCS - Catholic Community Services	Transport is provided 7 days a week to those who are eligible for services. Juneau Commission on Aging is exploring how to increase marketing of this service.
	2.4.C	Encourage entrepreneurial solutions to improve senior access to food, such as grocery deliveries, and medical resources, such as prescription deliveries.	JCOA - Juneau Commission on Aging	
	2.4.D	Support meal delivery services for homebound seniors.	CCS - Catholic Community Services	CCS delivers meals and provides an in home safety check. CCS received a grant through the JCF for 2017 operations.
	2.4.D.1	Support Meals on Wheels.	JCOA	
	2.4.D.2	Consider a volunteer shopper program.	JCOA - Juneau Commission on Aging	Discussing options with local businesses
	2.4.E	Consider a full-service senior center as a central information source and center for activities and services.		
	2.4.F	Institute a senior-friendly business program.		

### Juneau Economic Plan - April 10, 2017 Status Report

Objective	Action	Action Description	Lead	Status April 2017
Increase meaningful opportunities for seniors to be involved in the community through volunteerism, activities, and job opportunities.	2.5.A	Develop a senior "talent pool" of residents interested in paid jobs and volunteer positions.	JCOA -Juneau Commission on Aging/United Way	
	2.5.B	Increase opportunities for meaningful volunteer activities.	United Way	United Way offers a FREE volunteer engagement tool called Get Connected. We are sharing this tool with organizations, community members, and partner agencies via social media, e-newsletters, printed flyers, and the Juneau Empire. We offer in-person training to help agencies get started with Get Connected. In the past we have given presentations to local organizations and their beneficiaries regarding Get Connected and how they can use it to become more involved in the community. Between October 2015-August 2016, United Way had 12 new agencies sign up (21.42% increase), 27 new volunteer opportunities added, 41 volunteer opportunity responses, and 59 new users register (19.21%
	2.5.C	Increase opportunities for lifelong learning.	UAS	UAS offers tuition waivers for senior citizens eligible to receive full retirement benefits.
Prepare the next generation of Juneau retirees	2.6.A	Coordinate with AARP, UAS, CPAs, estate planning attorneys, and other local financial planners to provide community courses on preparing for retirement.	AARP	
3. Attract and Prepare the Next Generation Workforce		Goal: Prepare and attract the professional, technical, skilled, entrepreneurial, and creative labor force that Juneau's diverse employers, businesses, and non profits need.		
Why pursue? Foundational for effective workforce development, to ensure job retention, and prevent capital creep. Critical for attracting millennials and retaining existing young families. CBJ controls public infrastructure that is central to quality of life measures that influence location decisions for millennials and others. Generates wealth and ensures job retention.				
Develop a better understanding of the professional, technical, and other workforce needs of Juneau's key employers, especially state government.	3.1.A	Develop a "Top Jobs" list for Juneau, which identifies and prioritizes key recruiting and training needs.	CBJ	State of Alaska creates and maintains a workforce profile on an annual basis that includes this information. Working with the State to see if there is location specific information available.
	3.1.B	Prepare a Juneau State worker position profile. Identify crucial State workforce needs and track/anticipate potential changes in State employment in Juneau.	CBJ/JEDC	JEDC reports out on government workforce trends.
Increase availability of child care year round, with an emphasis on Kindergarten readiness.	3.2.A	Continue funding the Hiring Educating and Retaining Teaching Staff (HEARTS) Initiative to train and retain qualified teachers in full-time child care and preschool classrooms.	CBJ	Funding included in Assembly FY17 and FY18 budget
	3.2.B	Collaborate on development of an 80-100 child daycare facility in Juneau. This may include public or private assistance with securing a facility.	JEDC	JEDC is collaborating with AEYC and others around the need for childcare. Had discussions with Bright Horizons in Fall 2015 regarding opening in Juneau. They need annual financial support and/or provisions of aquatic space.
	3.2.C	Utilize the CBJ lobbyist to push for a revaluation of State of Alaska subsidy rates for child care assistance to reflect current child care market rates.	CBJ Assembly	