

# Alaska Community Tourism Handbook



**How to  
Develop Tourism in  
Your Community**



**State of Alaska  
Division of Community  
and Economic Development**

**Department of Community and  
Economic Development**



# ALASKA COMMUNITY TOURISM HANDBOOK

## HOW TO DEVELOP TOURISM IN YOUR COMMUNITY



**STATE OF ALASKA**

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# **CHAPTER ONE**

## **INTRODUCTION**

### **PURPOSE OF THIS GUIDE**

The Alaska Division of Community and Business Development created this handbook to help groups and individuals develop tourism in their communities. This handbook is designed to help you decide whether tourism could work in your community, and if so, how to participate in the tourism industry. It explains, in very basic terms, what tourism is all about. Use this as a tool to gather information to see if your community is ready to be a part of the tourism industry.

This handbook also lists agencies and organizations to contact for technical assistance and more information. Finally, a sample community inventory is included for your reference.

This book is merely a guide to help communities that want to be successful in introducing tourism to their areas. It can be used by communities of all sizes; however, it is written specifically for Alaska's smaller, more remote rural communities.

### **WHAT IS TOURISM?**

Tourism is described as the business of attracting and servicing the needs and expectations of visitors. Anyone who is traveling away from home, even if only for a day, is considered a tourist or visitor. People travel for many reasons, the most popular of which are for a vacation, business, or to visit family and friends.

### **ALASKA TOURISM IS GROWING**

During the 2000-2001 visitor season, over 1.4 million visitors came to Alaska. Not surprisingly, 83% of these visitors came during the summer season, from May to September. This is double the number of summer visitors in 1991, 727,000, and represents an average annual growth rate of 6.5%. Growth in cruise ship travel is the primary driver of growth in Alaska visitation, with an average annual growth rate of 11.6% since 1991.

In 2000-2001, Alaska visitors were primarily domestic visitors from the United States (87%), with 11% from Canada and about 2% from other countries. During the Fall/Winter visitor season, the percentage of international and overseas visitors increases to 4% of all visitors.

Visitor travel during the fall/winter season is increasing. Since the 1994-95 season, the number of fall/winter visitors has grown by an annual average rate of 5.2%. Between 1998 and 2001, fall/winter tourism has grown more rapidly, by 8.5%. Significant factors contributing to winter tourism growth include the expansion of winter trails and the increasing popularity of aurora viewing.

## **TOURISM CAN BENEFIT YOUR COMMUNITY**

Tourism is one of the state's top industries in terms of employment. Department of Community and Economic Development estimates that the non-resident visitor industry accounts for about 20,000 direct jobs and \$447.9 million in personal income. Non-resident employment in the tourism industry is estimated to be about 20% to 25%. This is much lower than non-resident employment in other economic base industries such as seafood processing, timber and oil and gas extraction.

Visitors to Alaska spent over \$1.6 billion from October 2000 to September 2001. Summer visitor spending increased from \$598 million in 1993 to almost \$1.4 billion in 2001. Fall/Winter visitor spending increased from \$87 million in 1993-94 to \$220 million in 2000-01.

# **CHAPTER TWO**

## **IS TOURISM FOR YOU?**

Before you go any further, take some time to find out how your community feels about tourism. This may very well be the most important step in bringing tourism to your area. The entire community must be willing to work together to make tourism a success.

### **DON'T EXPECT MIRACLES**

Do not look at tourism with unrealistic expectations. Tourism will not solve all the problems that may already exist in a community. In fact, it can make some problems worse. Lack of restrooms or places to eat and sleep, for example, may become major problems if your community is considering bringing visitors to the area. Visitors come to Alaska for the beauty and excitement, *BUT THEY STILL EXPECT TO BE PROVIDED WITH AT LEAST THE BASIC NECESSITIES.*

### **WEIGH THE GOOD AND THE BAD**

It is important for the community to weigh the possible benefits and costs that can result from new or expanded tourism development. The communities that are the most successful in tourism are those that have been able to anticipate and mitigate the consequences of their development decisions. Here are some pros and cons of developing tourism in Alaska's smaller, more rural communities:

#### **PROS**

*Tourism can...*

- Create new jobs and boost local businesses
- Increase investment in public facilities
- Diversify and bring new money into the economy
- Preserve heritage/culture
- Foster conservation of natural resources
- Contribute to the local tax base
- Increase community pride

#### **CONS**

*Tourism can...*

- Create seasonal jobs
- Increase maintenance costs and demand on public services
- Conflict with subsistence activity and lifestyle
- Lead to lifestyle changes
- Create recreation and resource user conflicts
- Result in higher taxes and fees
- Increase potential for crowding, congestion and crime

## INVOLVE THE WHOLE COMMUNITY

You will need to find out what the community expects from tourism. If the members of your community think tourism will solve all their problems, they will be disappointed. Tourism is not a single economic cure for a community. Everyone needs to understand the realities before moving ahead.

Take a survey or conduct community meetings to see how people feel about tourism. This places the discussions about tourism in a public process that brings everyone into the discussions and decision making process. The results of the survey or the meetings may tell you the community would rather avoid tourism completely, which could save much wasted time and effort. Each response is information to build on. For instance, leave room for comments on the survey about the tourism venture. If people say things such as, “tourism is fine with me as long as the visitors do not invade my privacy,” that is important to know. Keep these responses to refer to at a later date. Specific suggestions should be used in the following section on guidelines.

## COMMUNITY GUIDELINES

Some years ago, people in a small Native community adopted the following guidelines for tourism development that would be the most acceptable, most beneficial, and least disruptive to their community:

- ECONOMIC:** Tourism should create jobs and income for local residents.
- SUBSISTENCE:** Tourism should not conflict with residents’ use of subsistence resources.
- SOCIAL:** Tourism should be controlled to minimize impact on the present way of life.
- CULTURAL:** Tourism should emphasize respect for and knowledge of Native culture.
- ENVIRONMENTAL:** Tourism should maintain the existing level of environmental quality.

## THE COMMUNITY MUST BE SUPPORTIVE

Guidelines such as these are essential. Without them, local people often fear that tourism will disrupt their community. Guidelines will help insure full support of the tourism effort. They also define what types of tourism the community will support. For example, the community may support bird watching but not sport fishing. The importance of having full community support cannot be over emphasized. Do not proceed with the rest of this process until you are sure the community sincerely wants to be a part of the effort.

List the guidelines for your community:

1. Example: Tourism jobs will be filled by local residents.

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

6. \_\_\_\_\_

7. \_\_\_\_\_

8. \_\_\_\_\_

9. \_\_\_\_\_

10. \_\_\_\_\_

11. \_\_\_\_\_

12. \_\_\_\_\_

## WHO SHOULD BE INVOLVED?

Once you have determined that your community wants tourism, the next step is to bring together a group of willing and interested people to work on the project. You may want to involve people with some experience, interest or knowledge of tourism. Local hotel/lodge owners, fishing guides or other business representatives would be good choices. However, any group of reliable, interested people will work fine.

Often, one person in the community will take on the entire tourism project as the project leader. This is fine as long as the rest of the community supports the venture and, when the time comes, the community is willing to do the work necessary to make tourism a success.

Make a list of those individuals and organizations who should be involved in the tourism project—this will be your tourism team. These individuals and groups become the stakeholders in the total tourism project. Understanding how these groups will connect in the formal tourism organization is important.

1. Example: President of the village council
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

## GENERAL TOURISM GOALS

Call a meeting of the tourism team to decide the goals and objectives of tourism for your community. Each community is different and will have different goals. Now is the time to think about *why* your community has decided to bring in tourism. It is a vital step in the process.

## WHY DOES YOUR COMMUNITY WANT TOURISM?

The answer to the question, “why does your community want tourism?” is not as easy as you might think. Often communities simply answer, “We want tourism because it supplies jobs.” There is more to it than that - you need to look at the question more deeply. While tourism may supply jobs, you must face the fact that these jobs are often available only in the summer season. And because of this the jobs may need to be offered to people from outside the community. The two most apparent reasons for tourism being seasonal, the weather and daylight hours, are the same reasons that you and your neighbors may be gone fishing, berry picking, hunting and doing the other subsistence life-style activities. Take some time to fully understand these questions. Here are some subjects to consider:

### **ECONOMICS:**

Tourism can bring money into the community. How much money would need to be made each year for tourism to be considered a success in your community? If you have spent money building a floatplane base, for example, should the money generated from tourism pay for that new base or for other things? Are you expecting to make more money each year than it costs for expenses, or simply to break even? Try to be as specific as possible with your answers.

### **JOBS:**

Do you want tourism to bring jobs to the community? What if these jobs only exist in the summer? Will local people be available to fill the jobs, or will they be too busy at fish camp during the peak tourism months? What if the jobs are offered to people from outside the community?

### **CULTURAL PRESERVATION:**

Is preserving your culture a primary reason for bringing in tourism? Will tourism harm your culture?

### **COMMUNITY MORALE:**

Would a tourism project create a feeling of community pride?

### **APPEARANCE:**

Will bringing visitors to the area encourage local people to clean and fix up the community? Will it motivate them to repair and maintain buildings, boat ramps, docks and roads?

Which of the items above are your goal(s) for tourism? Is there a goal that has not been mentioned? Remember, there is no right or wrong answer, just an answer that fits your community and its needs.

List your community's tourism goals and objectives:

1. Example: Tourism will create three new jobs in the community.
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

# **CHAPTER THREE**

## **THE FIVE A'S OF SUCCESSFUL TOURISM DEVELOPMENT**

People travel for different reasons. To many people, Alaska represents the last frontier. People come here for adventure, for the spectacular scenery, or for the wildlife. They may also come to experience different cultures. Knowing why visitors come, and what they expect to find when they arrive, can help you prepare for their visit. Your challenge is to convince people to visit your community, and to be sure they enjoy their stay.

### **HOW TO MAKE TRAVELERS CHOOSE YOUR COMMUNITY**

Travel may be for a long period of time and far from home, or for only a few hours drive or a short flight to a nearby community. The variety of travel and travelers is nearly endless. Your challenge is to convince people your community or attraction is something they will want to include in their travel plans.

How do you do this? The most important ingredients for developing a successful tourism industry are:

#### ***The Five A's of Successful Tourism Development***

- 1. Attitude***
- 2. Access***
- 3. Accommodations***
- 4. Attractions***
- 5. Advertising***

# The First A: ATTITUDE

Tourism is a people business. A community can have great scenery and a new convention center, but if visitors do not feel welcome, they will not have a good time, they will not come back, and they certainly will not recommend your community to anyone else. There is a saying that if a customer is pleased with the service they receive, he or she will tell three friends about the experience. But, if they are unhappy with their experience, they will tell TWELVE other people about it. The attitude of the community is the number one factor for insuring success in the tourism business.

## MAKE VISITORS FEEL WELCOME

Visitors know if they are truly welcome in a community by the messages they receive from local residents. Is there a smile and a warm hello to greet them at the airport, dock or hotel? Are questions at the visitor center or local store answered with patience and interest?

Do local residents help them find their way when they are lost? Are stores and restaurants open in the evening and on weekends? The community with successful tourism businesses is the one that demonstrates a helpful, friendly attitude toward tourists.

# The Second A: ACCESS

People tend to visit locations with easy, convenient and economical access rather than those that are more remote and more costly to reach.

## VISITORS WANT DEPENDABILITY

Frequency of access is less important than dependability. Even if transportation to a smaller community is available only two or three times a week, visitors will come if they are sure about the schedule. The Pribilof Islands in the Bering Sea are 750 miles from Anchorage, yet every year many visitors make the long, expensive trip because the attractions are compelling and the small number of scheduled flights are dependable. Visitors know in advance when they will be able to make the trip out and when they will be able to return.

In general, the greater the access to a community, the better the chance for successful tourism.

# **The Third A: ACCOMMODATIONS**

Visitors must have a place to eat and sleep in your community if you expect them to stay for more than a few hours. In the tourism business, “accommodations” refers not only to lodging facilities, but to food service and shopping. These are some of the special accommodations needs your out-of-town guest will have:

## **VISITORS NEED A PLACE TO SLEEP**

In large towns, visitors will expect to find comfortable and modern hotels. In smaller communities, overnight facilities can be lodges, bed-and-breakfasts, rooming houses, or rented rooms in private homes. Even boats have been used for visitor accommodations. In the more remote locations, visitors will be satisfied with, and sometimes expect, rustic settings as long as they are clean and well-managed.

Communities must be realistic about space. There is no point in developing a visitor attraction if the location does not have enough accommodations to support the expected numbers of visitors. On the other hand, there are some hotels in Alaska that are built solely for the tourism trade and operate only during the visitor season.

## **VISITORS NEED A PLACE TO EAT**

Restaurants can vary from the large and elegant to the small and homey. In larger communities, visitors expect to find a variety of restaurants from which to choose. In small locations, visitors are not surprised to find a more limited selection.

Visitors are traveling to your community to see something new and will enjoy a meal with “local flavor.” Visitors enjoy eating local specialties, such as smoked salmon or wild berry products, and will also buy packaged food to take home with them.

## **RESTROOMS AND BATHING FACILITIES**

Visitors to Alaska are used to living in comfortable homes with modern bathrooms. Older visitors need better accessibility and easy to use facilities. Cleanliness is, of course, absolutely essential to make the visitors’ experience pleasant.

In larger hotels the visitor will expect a room with a private bath, while in smaller lodges and bed-and-breakfasts, shared bathrooms are acceptable. In more rural areas, outhouses may be acceptable but must be accessible, clean and well maintained.

## TRY TO PROVIDE EXTRA FACILITIES

With the enactment of new federal and state regulations, more and more establishments are providing rooms, dining facilities and restrooms that are handicap accessible. This includes wheelchair ramps and handrails.

Visitors cannot be expected to spend a day touring your community without the use of restrooms. The key to successful tourism development is to keep your visitors happy and comfortable.

## **VISITORS LIKE TO SHOP**

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Visitors like to shop for crafts, artwork, and souvenirs of all kinds from the areas they visit. They also buy postcards, personal items from a drugstore, books, snacks, maps, film, clothing (a visitor never packs every item of clothing that will be needed), and sporting supplies. In some communities all of these needs may be met in one general store.

### SHOPPING CAN BE AN ATTRACTION, TOO

Shopping is an activity visitors can pursue at their own pace, and indoors, where they will be warm and dry if the weather is bad. Shopping can be an important part of your tourism success if the shops are open when the tourists are in town. In successful tourism communities, shops stay open in the evenings and on the weekends to serve the visitor.

## **VISITORS NEED LOCAL TRANSPORTATION**

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Transportation needs do not end when the visitor arrives in your community. Visitors require a reliable means of transportation to get to and from the airport, landing strip, ferry terminal or dock. They need to get to their lodging and shopping, and from one attraction to another.

### DON'T LEAVE A VISITOR STRANDED

All means of transportation are acceptable as long as they are safe, dependable, and reasonably priced. Taxis or vans are usually used to pick up visitors from airports, lodging, or marine vessels. Visitors must not be left stranded upon arrival in your community. If public transportation is not available for every flight, for example, telephone numbers of alternate transportation should be clearly posted so the visitor can telephone for help.

School buses are perfectly acceptable to use during the time they are not needed for students. They should be kept reasonably clean and maintained. Windows should be kept clean so visitors can enjoy the view.

# The Fourth A: ATTRACTIONS

Travelers need a reason to visit your community. Interesting things to see and do are called attractions. Attractions can be natural, such as the Valley of Ten Thousand Smokes or constructed, such as the Trans-Alaska Pipeline, an activity such as sport fishing, or an event such as Petersburg's Little Norway Festival. In some instances they can be developed solely for their tourism value, but the most successful attractions are rooted in local history and culture. geography and lore.

## AN ATTRACTION CAN BE ANYTHING

Attractions do not have to be on the scale of Mt. McKinley to be a successful tourism draw. Some examples are:

**SCENIC BEAUTY:**

mountain scenery, glaciers, fjords, waterfalls, volcanoes;

**RECREATIONAL:**

fishing, hunting, boating, river rafting, nature trails, hiking trails, campgrounds, skiing, state and national parks, and wilderness areas;

**WILDLIFE WATCHING:**

bird watching or photography, whale-watching, seal rookeries, bear sanctuaries, eagle observatories, fish hatcheries, salmon spawning streams;

**NATURAL PHENOMENA:**

northern lights, midnight sun;

**HISTORICAL INTEREST:**

historic sites, restored buildings or equipment, museums, archeological sites;

**CULTURAL INTEREST:**

crafts displays or demonstrations, dance performances, museums or cultural centers, art, churches, old graveyards;

**SPECIAL EVENTS:**

local holidays, festivals, fishing derbies, fairs, celebrations, contests, races, special theater performances.

**COMMUNITY CHARACTER:**

boat harbors, waterfronts, parks, gardens, landscaping, noteworthy architecture, art in public places, theme displays.

## **IMPROVE YOUR LOCAL ATTRACTIONS**

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Do not assume people will visit your community just because you have attractions. Most attractions need to be developed and promoted in order to draw visitors. Projects to plan which will encourage visitors to explore your community include building a visitor center, organizing guided tours, and building restrooms, restaurants, hotels and shops.

## **The Fifth A: ADVERTISING**

Never assume visitors will automatically hear about your community. Someone has to tell them, and that someone is probably YOU. The way you tell prospective visitors about your community is through advertising.

## **THERE ARE MANY WAYS TO ADVERTISE**

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The most common forms of advertising are brochures, posters and other informational pieces; magazines, newspapers and television advertisements; internet sites and electronic media advertising; and personal sales efforts with travel agents, airlines, cruise and tour companies. Other sales tools include travel and trade shows, presentations, movies and videos, travel agent and travel writer familiarization tours, direct mail, news releases and various marketing programs done in combination with the state, other communities or regional marketing organizations.

In Alaska, advertising and promotional activities are carried out on many levels of the tourism industry. At the state level, the Alaska Travel Industry Association (ATIA) works to attract visitors from around the world through media advertising, travel and trade shows, international programs, niche marketing programs, and public relations efforts. These efforts are aimed at encouraging travel to Alaska, not to a specific community or attraction. Tour companies also do national/international advertising featuring attractions and communities that are on their established tours.

Local businesses in your community may advertise, but their primary aim will be to promote their own services or products rather than the whole community.

## **PROMOTE YOUR COMMUNITY**

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Promoting your community as a visitor destination belongs at the local level: city or borough government, visitors bureau, chamber of commerce, village council, business association or other community wide organization.

All of the levels of the tourism trade from state government to local businesses have roles to play in attracting and promoting tourism in Alaska. The task of promoting your own community is up to you.

# **CHAPTER FOUR**

## **HOSPITALITY IS KEY!!!**

After you have brought visitors into your community, hospitality is the key ingredient in making their visit rewarding. A cup of coffee and a handshake is not all that it takes, but even that will help bring visitors back.

### **WHAT YOU CAN DO**

Hospitality means making visitors feel wanted and comfortable. Communities can do a lot to make visitors feel welcome, such as:

- Good signs to help them find their way
- Information printed in an easy to read format
- Clean restrooms
- Handicap accessibility (See next chapter)
- Convenient hours of local stores
- A visitor center that is pleasant and efficient

A program such as AlaskaHost, sponsored by the Alaska Division of Community and Business Development, helps communities and businesses provide a good visitor experience. This training is for anyone who comes in contact with visitors, and can help present your community in the most favorable light.

To succeed at hospitality, an Alaska community must realize their visitors are outside of their own familiar surroundings, they are usually a long way from home, and they are not at all sure what to expect.

Hospitality goes beyond just the interpersonal relationships between the members of the community and the visitor. It is:

- developed local attractions that are easy to find and use;
- developed public facilities such as restrooms, public telephones, park benches, and even flower beds;
- good signage like street signs, directional signs to major attractions, special routes such as driving and walking tours, shopping areas, historical areas, banners that make an area more attractive and can be informative, and building signs that tell what the building is.

Alaska-style hospitality means caring for and about your guests. An attractive well-run visitor center, good signage, convenient public facilities, and attention to special visitor needs will help make your community a success with visitors.

# **CHAPTER FIVE**

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## **DISABILITY AWARENESS**

In 1990, the Americans with Disabilities Act became federal law. This act mandates that:

No individual shall be discriminated against on the basis of disability in: private sector employment; services rendered by state and local governments; places of public accommodation; transportation; and telecommunications.

The three areas that probably affect tourism business the most are public services, public accommodations and transportation. If you are getting into tourism, you should look into all areas. You can get more information from the Office of The Alaska State ADA Coordinator at:

Department of Labor and Workforce Development  
Division of Vocational Rehabilitation  
ADA Coordinator's Office  
801 West 10<sup>th</sup> St., Suite A  
Juneau, AK 99801

Phone: (907)465-2814  
Fax: (907)465-2856

### **THE LAW COVERS TRANSPORTATION AND BUSINESS SERVICES**

ADA addresses services and activities of local governments including public transportation. Provisions of the Act are intended to improve access in equipment (buses for example) and facilities. Special transportation services may have to be provided and there must be handicap access to all public facilities.

ADA also addresses businesses and services operated by private entities including privately owned transportation. "No individual shall be discriminated against on the basis of disability in the full and equal enjoyment of the goods, services, facilities, privileges, advantages and accommodations of any place of public accommodation."

# **CHAPTER SIX**

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## **THE TOURISM INDUSTRY IN ALASKA**

Tourism is a large industry in Alaska. Nonresident visitors have an impact on airlines, cruise lines, ferries, taxis, car rentals, air taxis, gas stations, restaurants, hotels, bed & breakfasts, guides, charter operators, tour companies, gift shops, artists, grocery stores and many other governmental and commercial enterprises.

In Alaska, tourism marketing has traditionally been directed towards visitors from other states and countries. However, people who live in one area of the state travel to other parts of the state for business and recreation. Any community wishing to promote tourism should consider marketing to their Alaskan neighbors, who are eager to see other areas of the state.

### **WHAT KIND OF PEOPLE VISIT ALASKA?**

Alaska Visitor Statistics Program data collected from May 1, 2001 through September 30, 2001 show that summer visitors are likely to have the following characteristics:

- Arrive and depart by domestic air (with cruise ship arrivals a close second)
- Originate from the U.S. (emphasis on the western states)
- Be equally distributed between females and males
- Be in the age 61 and over age group
- Be employed
- Be making their first trip to Alaska
- Travel in a group of two or more
- Be a package traveler
- Stay in Alaska for 7 days or less

### **MOST PEOPLE VISIT ALASKA IN THE SUMMER**

Alaska is known for many things, beauty, splendor—and cold weather. Rightly or not, the state has a reputation for extreme weather conditions. People will often decide not to visit Alaska just because of the weather. When they do visit, however, they will probably come during the late spring and summer months. In fact, the busiest time of the year for visitors is mid-May through mid-September. This means that there are only five months for tourism businesses to make a success, and a profit, for the year. To compensate for this seasonality, many businesses have become

successful at building a winter tourism base. This is especially true for those communities that can boast of such things as spectacular Northern Lights viewing, major sled dog activities such as the Iditarod, Yukon Quest, Kuskokwim 300, downhill and cross-country skiing, snow machine treks, or simply great winter beauty and solitude.

## **ALASKA'S SELLING POINTS**

A visit to Alaska continues to be the fulfillment of a life-long dream for many travelers. The state's scenic beauty, glaciers, wilderness setting and wildlife continue to attract and enthrall visitors. In times of uncertainty and concern for safety, Alaska has an opportunity to capitalize on the perception that Alaska is a safe place to visit and an exotic alternative to traveling abroad.

While infrastructure and transportation challenges exist throughout the state, abundant resources are available for communities and business to develop cultural tourism, ecotourism, wildlife viewing, adventure tourism, and sportfishing opportunities.

## **ALASKA'S MARKETING CHALLENGES**

Tourism in Alaska is unique for three very important reasons: seasonality, size and cost. Many communities in Alaska are not only difficult to reach, but the cost of getting there is often very expensive. Travelers who chose to visit these locations often pay a lot of money and endure extreme travel conditions to get there.

Communities must consider the large expense that visitors are willing to go to in order to see their area. Once the visitors arrive, they will be expecting to receive a fair return for their investment.

Alaska is so big few visitors can actually tour all regions of the state in one trip—they must be selective. If they choose to visit your community they are giving up the opportunity to visit another. On the other hand, Alaska's size encourages visitors to return again and again to experience all parts of the state.

# **CHAPTER SEVEN**

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## **THE PACKAGE BUSINESS**

Just over 40 percent of all visitors to Alaska travel on an organized or packaged tour. Another 27 percent of those who say they are traveling independently, also say they intend to purchase a commercially available tour or other packaged activity after they have arrived in the state. This is described as: *a prearranged and prepaid trip that includes all the transportation, overnight lodging, and other services necessary for visitor enjoyment.*

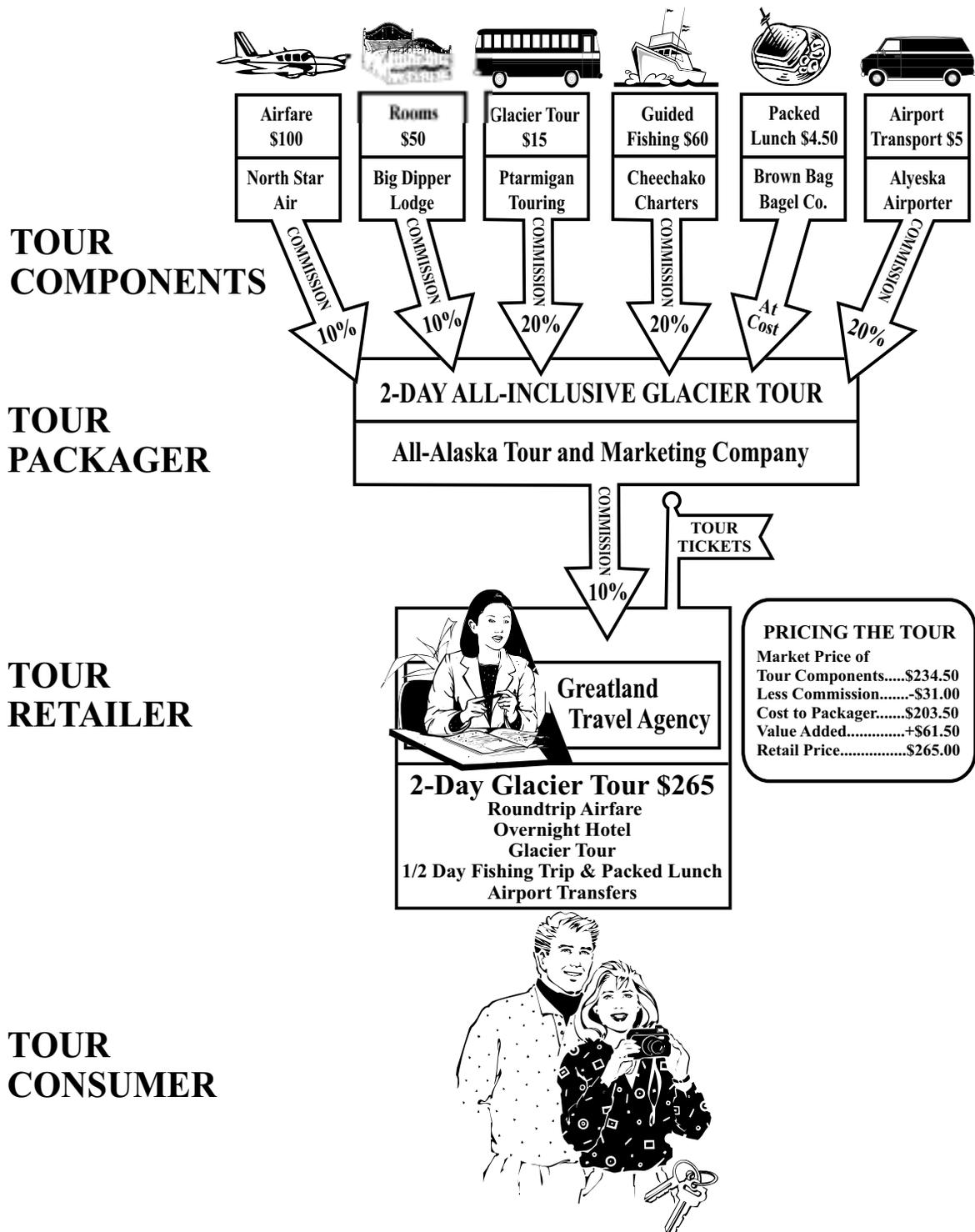
The organized tour industry in Alaska includes transportation operators (cruise ships, motorcoach, rail and air), lodging operators, local tour operators, and the tour companies that put together and sell the tour package. An important part of the package tour business is the commission a hotel, airline, charter boat or other business pays the tour company in exchange for being included in the package.

### **CAN YOUR COMMUNITY BE INCLUDED IN A PACKAGE TOUR?**

An example of a package tour would be for the visitor to board a cruise ship in Vancouver, cruise throughout Southeast Alaska, travel to the interior by rail or motorcoach and then fly back home. At points along this tour, there are opportunities for small tourism businesses to be included in a day's activities, or even overnight programs.

Many communities and businesses want to be included in these tour packages. Your community or individual business need only market to a small number of tour companies to bring large numbers of visitors to your area, instead of trying to convince many thousands of individuals to visit your destination.

On the next page is an example of how the tour industry works.



### How the Organized Tour Industry Works

The organized tour industry operates on a commission basis. In this hypothetical example, six independent service companies pay commissions to the tour packager for inclusion in a two-day tour package. The packager adds on an amount (called “value

added”) to cover reservations service, communications, logistics, and bonus items such as pins, buttons, and brochures. The travel agency receives a commission for selling the tour. Extensive packaged tours to and from Alaska work the same way.

## **MARKET SEGMENTS**

Basically, the Alaska visitor market consists of packaged tours (which we have just described), or the independent visitors who are free to make plans as they go along. Independents can be sold on your community or business when they are in Alaska, but package visitors must be sold before leaving home.

There are several kinds of travelers your community can market to. Some of the more important are:

### **AIRLINES**

Independent airline visitors are the largest market and include many who are visiting friends and relatives here. They spend money on food, lodging, local tours, and local transportation and can be convinced to come to your area, especially when it is suggested by their Alaska friends and relatives.

Airline tours are a big segment of our total market in Alaska. Many of these visitors fly one way, take a ferry or cruise ship, or drive (RV's, cars, motorcoach) another, or they will fly both ways. These packages usually include a number of communities and local tours.

### **FERRY**

The Alaska Marine Highway System brings many independent visitors to Alaska. Communities on this system benefit by having the ferry passengers brought directly to them. Most of these visitors travel through Southeast and Southcentral Alaska on the ferries and then travel by vehicle throughout other parts of the state.

### **CAMPING**

This segment includes backpackers and wilderness campers as well as visitors camping at private and public campgrounds and U.S. Forest Service cabins.

### **CAMPER/RV/PERSONAL VEHICLE**

This market benefits the “non-tourism” businesses more than any other segment of the visitor industry. These visitors buy fuel from the local service stations, groceries at the store, propane, mechanical assistance, etc. They will also eat in the local restaurants, stay in hotels and bed & breakfasts for a change of pace (they sometimes camp out for part of their stay), and take local tours where available. Many of these visitors now fly to the state and rent vehicles to drive independently around Alaska.

## **FISHING/HUNTING**

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Fishing enthusiasts are important to Alaska tourism. This market segment includes people fishing without charter boats or guides, and those who purchase fresh and saltwater charters, guide services, fly-in experiences, and the like. The hunting segment, while considerably smaller than fishing, includes special services such as guided hunts.

## **WINTER VISITORS**

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Winter visitors come for more specific reasons than our summer visitors. They come for events such as the Iditarod, winter carnivals, cross country skiing, snowmobiling, downhill skiing, ice carving competitions and viewing northern lights. These visitors purchase hotel rooms, food, local transportation and tours.

## **MISCELLANEOUS OUTDOORS**

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These visitors come to Alaska for a variety of outdoor activities such as mountain climbing, rafting, kayaking, photography, canoeing and other outdoor pleasures. These types of activities can be arranged for independently, or purchased as a package tour.

## **ALASKANS IN ALASKA**

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When Alaskans travel in their own state for fun it is called “recreation” and not tourism. This kind of travel is on the rise. These in-state visitors are spending considerable time away from their homes in recreational areas, visiting friends and relatives, exploring other communities, attending special events and celebrations - in short, doing what many of our nonresident visitors do. These visitors also buy lodging, food, transportation and local tours while in the various areas.

## **BUSINESS TRAVELERS**

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Business travelers make up roughly 20% of the total number of non-resident summer visitors to the state and 56% during the fall/winter season. Many of them enjoy the same activities as pleasure travelers. Communities with appropriate facilities can make money on business meeting and convention travel.

*There are many kinds of Alaska visitors. The best chance for success in developing tourism in your community is to focus your marketing efforts on the specific group or groups that offer the greatest return. Target your sales plan for a specific market, and make sure your promotional materials appeal to the interests of that market.*

# CHAPTER EIGHT

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## ASSISTANCE

Many organizations and individuals are available to help with community tourism planning. They can be a valuable tool in deciding if tourism is what your community needs, how to plan for tourism, how to prepare for your visitors, and how to attract visitors.

Below is a listing of some of these organizations and the ways they can be of special help to you and your community.

### STATEWIDE ORGANIZATIONS

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#### ALASKA DIVISION OF COMMUNITY & BUSINESS DEVELOPMENT

State Tourism Office

P.O. Box 110809, Juneau, AK 99811-0809

(907) 465-2012 • (907) 465-3767 FAX

<http://www.dced.state.ak.us/cbd/toubus/home.cfm>

<http://www.dced.state.ak.us/tourism/home.htm> (visitor information page)

The Alaska Office of Tourism endeavors to stimulate sustainable, diversified economic growth and job opportunities in Alaska through tourism development, while strengthening cultural values and maintaining quality of life for Alaskans.

- The division works closely with individuals, communities and local development organizations to help plan and develop tourism attractions, services and facilities;
- directs research programs to identify markets that are likely to produce visitors to Alaska;
- administers the AlaskaHost program, a one-day hospitality training program designed for ALL individuals and organizations involved in the tourism/visitor industry;

#### ALASKA TOURISM INDUSTRY ASSOCIATION

2600 Cordova Street, Suite 201

Anchorage, AK 99503

(907) 929-2842 • (907) 561-5727 FAX

<http://www.alaskatia.org/>

<http://www.travelalaska.com/> (Official State Vacation Planner)

- The ATIA is a membership organization under contract with the State of Alaska to market the state to visitors. It operates on the combination of membership fees and dues, and State contract dollars awarded specifically for marketing.
- The goal of the ATIA is to attract visitors through targeted advertising and public relations programs directed at markets in Asia, Australia, and western Europe as well as visitors from the United States and Canada.
- The ATIA promotes the whole state, rather than any one region, through production of the Official State Vacation Planner and television, magazine and newspaper advertising. Other

promotional efforts include direct mail, stories in the news media, industry and media familiarization trips, and distribution of a travel film. The ATIA also conducts marketing research.

- ATIA has approximately 800 members located throughout Alaska and the world. The members represent all levels of the visitor industry including large cruise and airline companies, hotels, small lodges, bed & breakfasts, air taxi, gift shops and many more.

## **REGIONAL MARKETING ORGANIZATIONS**

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The regional organizations have been formed to more effectively promote a particular area of the state. By combining the resources of many entities, the dollars spent on the promotional efforts can be maximized. Participation in these organizations can be useful for new operators because members in the same region often share common problems, and can work together toward solutions.

Southeast Alaska Tourism Council  
P.O. Box 20710  
Juneau, AK 99802-0710  
(907) 586-4777 • (907) 463-4961 FAX  
<http://www.alaskainfo.org>

Kenai Peninsula Tourism  
Marketing Council  
14896 Kenai Spur Highway, Suite 106A  
Kenai, AK 99611  
(907) 283-3850 • (907) 283-3913 FAX  
<http://kenaipeninsula.org>

Southwest Alaska Municipal Conference  
3300 Arctic Blvd., Suite 203  
Anchorage, AK 99503  
(907) 562-7380 • (907) 562-0438 FAX  
<http://www.swamc.org/>

## **CONVENTION & VISITORS BUREAUS**

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Anchorage Convention and Visitors Bureau  
524 W. 4<sup>th</sup> Ave.  
Anchorage, AK 99501-2122  
(907) 276-4118 • (907) 278-5559 FAX  
[info@anchorage.net](mailto:info@anchorage.net)

Fairbanks Convention and Visitors Bureau  
550 First Avenue  
Fairbanks, AK 99701-4790  
(907) 456-5774 • (907) 452-2867 FAX  
[info@explorefairbanks.com](mailto:info@explorefairbanks.com)

Cordova Chamber of Commerce and Visitors  
Center  
Box 99  
Cordova, AK 99574  
(907) 424-7260 (907) 424-7259 FAX  
[Cchamber@ctcak.net](mailto:Cchamber@ctcak.net)

Haines Convention and Visitor Bureau  
Box 530  
Haines, AK 99827  
(907) 766-2234 • (907) 766-3155 FAX  
[hcvb@haines.ak.us](mailto:hcvb@haines.ak.us)

Delta Junction Visitor Information Center  
Box 987  
Delta Junction, AK 99737  
(907) 895-5068 • (907) 895-5141 FAX  
[deltacc@wildak.net](mailto:deltacc@wildak.net)

Hyder Community Association  
Box 149  
Hyder, AK 99923  
(250) 636-9148 (250) 636-2714 FAX

Juneau Convention and Visitors Bureau  
One Sealaska Plaza, Suite 305  
Juneau, AK 99801  
(907) 586-1737 • (907) 586-1449 FAX  
[info@traveljuneau.com](mailto:info@traveljuneau.com)

Kenai Convention and Visitors Bureau  
11471 Kenai Spur Highway  
Kenai, AK 99611  
(907) 283-1991 • (907) 283-2230 FAX  
info@visitKenai.com

Ketchikan Visitors Bureau  
131 Front Street  
Ketchikan, AK 99901  
(907) 225-6166 • (907) 225-4250 FAX  
kvb@ktn.net

Kodiak Island Convention and Visitors Bureau  
100 Marine Way, Suite 200  
Kodiak, AK 99615  
(907) 486-4782 • (907) 486-6545 FAX  
kicvb@ptialaska.net

Matanuska-Susitna Convention and Visitors Bureau  
HCO-1 Box 6166 J21  
Palmer, AK 99645  
(907) 746-5000 • (907) 746-2688 FAX  
info@alaskavisit.com

Metlakatla Indian Community Tourism Office  
PO Box 8  
Metlakatla, AK 99926  
(877) 886-8687 (907) 886-7997 FAX  
patbeal@ptialaska.net

Nome Convention and Visitors Bureau  
Box 240  
Nome, AK 99762  
(907) 443-6624 • (907) 443-5832 FAX  
tourinfo@ci.nome.ak.us

Petersburg Visitor Information  
Box 649  
Petersburg, AK 99833  
(907) 772-4636 (907) 772-3646 FAX  
pcoc@alaska.net

Sitka Convention and Visitors Bureau  
Box 1226  
Sitka, AK 99835  
(907) 747-5940 • (907) 747-3739 FAX  
scvb@sitka.org

Skagway Convention and Visitors Bureau  
Box 1025  
Skagway, AK 99840  
(907) 983-2854 • (907) 983-3854 FAX  
infoskag@aptalaska.net

Valdez Convention and Visitors Bureau  
Box 1603  
Valdez, AK 99686  
(907) 835-2984 • (907) 835-4845 FAX  
valdezak@alaska.net

Unalaska/Port of Dutch Harbor Convention and Visitors Bureau  
P.O. Box 545  
Unalaska, AK 99685  
(907) 581-2612 • (907) 581-2613  
updhcvb@arctic.net

## **CHAMBERS OF COMMERCE**

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Alaska State Chamber of Commerce  
217 Second St., Ste. 201  
Juneau, AK 99801  
(907)586-2323 (907)463-5515 FAX

Anchorage Chamber of Commerce  
441 W. 5<sup>th</sup> Ave., Ste. 300  
Anchorage, AK 99501  
(907)272-2401 (907)272-4117 FAX  
info@anchoragechamber.org

Anchor Point Chamber of Commerce  
Box 610  
Anchor Point, AK 99556  
(907) 235-7451 or 235-6435

Bethel Chamber of Commerce  
P.O. Box 329  
Bethel, AK 99559  
(907) 543-2911 • (907) 543-2255 FAX  
bethelchamber@alaska.com

Big Lake Chamber of Commerce  
Box 520067  
Big Lake, AK 99652  
(907) 892-6109  
biglake@mtaonline.net

Chugiak-Eagle River Chamber of Commerce  
Box 770353  
Eagle River, AK 99577  
(907) 694-4702 (907) 694-1205 FAX  
info@cer.org

Copper Valley Chamber of Commerce  
Box 469  
Glennallen, AK 99588  
(907) 822-5555 (907) 822-5558 FAX  
chamber@alaska.net

Cordova Chamber of Commerce & Visitors  
Bureau  
Box 99  
Cordova, AK 99574  
(907) 424-7260 • (907) 424-7259 FAX  
Cchamber@ctcak.net

Delta Junction Chamber of Commerce  
Box 987  
Delta Junction, AK 99737  
(907) 895-5068 • (907) 895-5141 FAX  
deltacc@wildak.net

Dillingham Chamber of Commerce  
Box 348  
Dillingham, AK 99576  
(907) 842-5115 (907)842-4097  
Info@dillinghamchamberofcommerce.com

Greater Fairbanks Chamber of Commerce  
250 Cushman St., Ste. 2-D  
Fairbanks, AK 99701  
(907) 452-1105 (907)456-6968  
www.fairbankschamber.org

Haines Chamber of Commerce  
Box 1449  
Haines, AK 99827  
(907) 766-2202 • (907) 766-2271 FAX  
<http://haineschamber.org/>

Greater Healy/Denali Chamber of Commerce  
P.O. Box 437  
Healy, AK 99743-0437

Homer Chamber of Commerce  
Box 541  
Homer, AK 99603  
(907) 235-7740 or 235-8766  
homer@xyz.net

Mid-Valley Chamber of Commerce  
Box 86  
Houston, AK 99694  
(907) 376-7533

Juneau Chamber of Commerce  
3100 Channel Drive, Ste. 300  
Juneau, AK 99801  
(907) 463-3488 (907) 463-3489 FAX  
juneauchamber@gci.net

Kenai Chamber of Commerce  
402 Overland St.  
Kenai, AK 99611  
(907) 283-7989 (907)283-7183 FAX  
kenc@ptialaska.net

Ketchikan Chamber of Commerce  
Box 5957  
Ketchikan, AK 99901  
(907) 225-3184 (907)225-3187  
kchamber@kpunet.net

Kodiak Chamber of Commerce  
Box 1485  
Kodiak, AK 99615  
(907) 486-5557 (907) 486-7605  
chamber@kodiak.org

Nenana Chamber of Commerce  
P.O. Box 124  
Nenana, AK 99760  
(907)832-5239  
nenanacc@mtaonline.net

Ninilchik Chamber of Commerce  
Box 39164  
Ninilchik, AK 99639  
(907) 567-3571 (907) 567-1041  
ncocl@eagle.ptialaska.net

North Peninsula Chamber of Commerce  
P.O. Box 8053  
Nikiski, AK 99635  
(907) 776-8369

Nome Chamber of Commerce  
Box 250  
Nome, AK 99762  
(907) 443-3879 (907)443-3892 FAX  
nomechamber@pci.net

North Pole Community Chamber of Commerce  
P.O. Box 55071  
North Pole, AK 99705  
(907) 488-6785

Palmer Chamber of Commerce  
Box 45  
Palmer, AK 99645  
(907) 745-2880 (907)746-4164  
info@palmerchamber.org

Petersburg Chamber of Commerce  
Box 649  
Petersburg, AK 99833  
(907) 772-4636 • (907) 772-3646 FAX  
pcoc@alaska.net

Prince of Wales Chamber of Commerce  
P.O. Box 497  
Craig, AK 99921  
(907)826-3870 (907)826-5467 FAX  
powcc@aptalaska.net

Seldovia Chamber of Commerce  
Drawer F  
Seldovia, AK 99663  
(907) 234-7612  
maryg@seldovia.com

Seward Chamber of Commerce  
Box 749  
Seward, AK 99664  
(907) 224-8051 (907)224-5353 FAX  
chamber@seward.net

Greater Sitka Chamber of Commerce  
Box 638  
Sitka, AK 99835  
(907) 747-8604  
sitkachamber@sitkachamber.org

Skagway Chamber of Commerce  
Box 194  
Skagway, AK 99840  
(907) 983-1898 (907) 983-2031  
chamber@aptalaska.net

Soldotna Chamber of Commerce  
44790 Sterling Highway  
Soldotna, AK 99669  
(907) 262-9814 • (907) 262-3566 FAX  
info@soldotnachamber.com

Sutton Chamber of Commerce  
General Delivery  
Sutton, AK 99674  
(907) 745-6780

Talkeetna Chamber of Commerce  
Box 334  
Talkeetna, AK 99676  
(907) 733-2330 (907)733-2720 FAX  
www.talkeetna-chamber.com/

Tok Chamber of Commerce  
Box 389  
Tok, AK 99780  
(907) 883-5775 (907)883-3682  
info@tokalaska.info.com

Greater Wasilla Chamber of Commerce  
415 E. Railroad Ave.  
Wasilla, AK 99654  
(907) 376-1299 • (907) 373-2560 FAX  
info@wasillachamber.org

Greater Whittier Chamber of Commerce  
Box 607  
Whittier, AK 99693  
(907) 344-3340 (907)472-2491

Willow Chamber of Commerce  
P.O. Box 183  
Willow, AK 99688  
(907)495-5858  
info@willowchamber.org

Wrangell Chamber of Commerce  
Box 49  
Wrangell, AK 99929  
(907) 874-3901  
wchamber@aptalaska.net

# **RURAL ECONOMIC DEVELOPMENT RESOURCES**

There are other agencies, state and federal which can provide technical and financial assistance to communities for tourism development projects and infrastructure needs. Some of these are listed below.

## **DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT**

Division of Community and Business Development – State Tourism Office

P.O. Box 110809  
550 W. 7<sup>th</sup> Ave., Ste. 1770  
Juneau, AK 99811  
Anchorage, AK 99501  
(907)465-2012  
(907)269-4580  
[www.dced.state.ak.us/cbd/](http://www.dced.state.ak.us/cbd/)

## **DEPARTMENT OF NATURAL RESOURCES**

Division of Parks and Recreation

550 W. 7<sup>th</sup> Ave., Ste. 1380  
Anchorage, AK 99501  
(907)269-8700  
[www.dnr.state.ak.us/parks/index.htm](http://www.dnr.state.ak.us/parks/index.htm)

## **U.S FOREST SERVICE**

U.S. Forest Service  
709 W. Ninth Street  
Juneau, AK 99801  
(907) 586-8806  
[www.fs.fed.us/r10/](http://www.fs.fed.us/r10/)

## **SMALL BUSINESS ADMINISTRATION**

510 L Street, Ste. 310  
Anchorage, AK 99501  
(907) 271-4022  
[www.sba.gov/ak](http://www.sba.gov/ak)

## **COOPERATIVE EXTENSION SERVICE - UNIVERSITY OF ALASKA**

Community Development Program  
2221 E. Northern Lights Blvd. Suite 118  
Anchorage, AK 99508-4143  
(907) 786-6300  
(907) 786-6312 FAX  
[www.cooperativeextension.org/](http://www.cooperativeextension.org/)

## **SMALL BUSINESS DEVELOPMENT CENTER**

UNIVERSITY OF ALASKA  
430 W. 7th Avenue, Suite 110  
Anchorage, AK 99501  
(907) 274-7232  
(907) 274-9524 FAX  
[www.aksbdc.org/](http://www.aksbdc.org/)

## **U.S DEPARTMENT OF COMMERCE ECONOMIC DEVELOPMENT ADMINISTRATION**

550 W. 7<sup>th</sup> Ave., Ste. 1780  
Anchorage, AK 99501  
(907) 271-5857

## **ALASKA VILLAGE INITIATIVES COMMUNITY ENTERPRISE DEVELOPMENT CORPORATION**

1577 “C” Street Suite 304  
Anchorage, AK 99501  
(907) 274-5400  
[www.akvillage.com/](http://www.akvillage.com/)

## **ADDITIONAL ON-LINE RESOURCES**

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<http://www.dced.state.ak.us/cbd/toubus/home.cfm>  
State Tourism Office

<http://www.dced.state.ak.us/tourism/home.htm>  
Visitor Information Page linked to State Tourism Office page

<http://www.alaskabba.com/>  
Bed and Breakfast Association of Alaska

<http://www.alaskatia.org/>  
Alaska Travel Industry Association

<http://www.travelalaska.com/>  
Online Official Vacation Planner

<http://home.gci.net/~akhma/index.html>  
Alaska Hospitality Alliance

<http://www.fs.fed.us/r10/cvsguide/>  
Guide to permits for Commercial Visitor Services

<http://www.guidingalaskatourism.org/>  
Guiding Alaska Tourism program

<http://www.awrta.org/>  
Alaska Wilderness Recreation and Tourism Association

<http://www.tia.org/>  
Travel Industry Association of America

<http://www.atbc.bc.ca/>  
Aboriginal Tourism Association of British Columbia

<http://www.nativetourism.org/>  
Native Tourism/Business Enterprises for Sustainable Travel

<http://www.dced.state.ak.us/cbd/alaskahost/home.htm>  
AlaskaHost program

# APPENDIX

## COMMUNITY INVENTORY

### Assessing Community Needs and Potential Tourism Benefits

As you conduct your tourism development inventory, include as much detail as possible. For example, when listing restaurants, include hours and days of operation, price range, and type of food served. Do the same when listing attractions (how far from town, how easy to experience, how long it takes), access (schedules, capacity of ship or airplane, depth

of water at dock face), and accommodations (number of rooms, prices, type of shops). Also note where your community is lacking or has inadequate facilities in any category. These items can then be included in your development plan. The following checklist is a guideline to use in conducting your community inventory.

<b>PART I. ATTITUDE</b>		
<b>EVALUATION</b>	<b>EXISTING PROGRAMS/ASSETS</b>	<b>DEVELOPMENT NEEDS</b>
Community opinion poll		
Community development guidelines		
Development plan		
<b>ASSESSMENT (PHYSICAL)</b>	<b>EXISTING PROGRAMS/ASSETS</b>	<b>DEVELOPMENT NEEDS</b>
Visitor Center		
Welcome signs and banners		
Visitor buttons, badges, bumper stickers, etc.		
Directional Signs		
<b>ASSESSMENT (PERSONAL)</b>	<b>EXISTING PROGRAMS/ASSETS</b>	<b>DEVELOPMENT NEEDS</b>
Visitor center staff training		
Business hours		
Community awareness		

## PART II. ACCESS

SERVICE AND SCHEDULES	EXISTING PROGRAMS/ASSETS	DEVELOPMENT NEEDS
Airlines, scheduled service		
Airlines, charter service		
Ferry		
Highway		
Train		
Cruiseships		
Bus service		
Taxi companies		
Airporter service		
Rental car agencies		
Boat charters		
Other		
ACCESS FACILITIES	EXISTING PROGRAMS/ASSETS	DEVELOPMENT NEEDS
Dock/lightering facilities		
Ferry landings		
Boat harbors		
Airports		
Seaplane bases		
Highways		
Parking		
Signs		

## PART III. ACCOMMODATIONS

<b>LODGING</b>	<b>EXISTING PROGRAMS/ASSETS</b>	<b>DEVELOPMENT NEEDS</b>
Hotels		
Lodges		
Bed and breakfasts		
Boarding houses/bunkhouses		
Campgrounds		
RV spaces		
Other		
<b>MEALS</b>	<b>EXISTING PROGRAMS/ASSETS</b>	<b>DEVELOPMENT NEEDS</b>
Restaurants		
Coffee shops/cafes		
Snack bars		
Vending machines		
Other		
<b>SHOPPING AND SERVICES</b>	<b>EXISTING PROGRAMS/ASSETS</b>	<b>DEVELOPMENT NEEDS</b>
Grocery stores		
Specialty (Alaskan) foods		
Drug stores		
Clothing/supply		
Gift shops		
Galleries		
Washeteria		
Sporting goods		
Auto repair		
Service stations		
Banks		
<b>PUBLIC FACILITIES</b>	<b>EXISTING PROGRAMS/ASSETS</b>	<b>DEVELOPMENT NEEDS</b>
Visitor center		
Public restrooms		
Public telephones		
Parks		
Picnic areas		
Benches		
Visitor parking		
RV dump stations		

## PART IV. ATTRACTIONS

NATURAL ATTRACTIONS	EXISTING PROGRAMS/ASSETS	DEVELOPMENT NEEDS
Scenery		
Wildlife observation		
Birdwatching		
State/national parks, preserves, wilderness areas, etc.		
Fishing, guided		
Fishing, unguided		
Hunting, guided		
Hunting, unguided		
Boating		
Hiking trails		
River rafting		
Skiing		
Other recreational/outdoor opportunities		
CULTURAL/MANMADE ATTRACTIONS	EXISTING PROGRAMS/ASSETS	DEVELOPMENT NEEDS
Museum		
Historic places/buildings		
Scheduled performances		
Special events		
Other cultural attractions		
Gift shops/galleries		
Local tours		
Walking tour		
Other		

## PART V. ADVERTISING

	EXISTING PROGRAMS/ASSETS	DEVELOPMENT NEEDS
Brochures		
Information pieces		
Posters and signs		
Magazines/newspaper/guidebook ads		
Radio/TV ads		
Other ads		
Publicity		
Travel stories		
Guidebook coverage		
Directory listings		
Slide shows		
Direct mail campaigns		
Mail answering		
Personal sales efforts		
Other		



