

HAINES TOURISM MANAGEMENT PLAN

**PREPARED FOR:
CITY OF HAINES**



Research-Based Consulting

Juneau
Anchorage

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***PREPARED FOR:
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Introduction

In an effort both to improve the economy and guide tourism impacts, the City of Haines has commissioned the McDowell Group, Inc., an Alaska research-based consulting firm, to develop a *Haines Tourism Management Plan*. The project's goal is to plan for a stronger tourism economy compatible with local needs, values, assets and limitations. This tourism planning is done primarily through a series of recommendations regarding marketing, development of the local tour and attraction base, infrastructure improvements, and visitor impacts on the local area.

This report was compiled using results from a telephone survey of 201 Haines households; a business survey of 40 Haines businesses; employment and income information from the Alaska Department of Labor and Workforce Development and the Bureau of Economic Analysis; information from the McDowell Group's tourism statistics database; and numerous executive interviews with local tourism businesses, city officials, cruise line officials, Outside tour operators, city planners, and land managers; and feedback from a series of Steering Committee presentations.

The Haines Economy

- The Haines visitor industry directly or indirectly accounted for the annual equivalent of approximately 300 jobs in 2001. This includes 230 direct jobs and 70 indirect jobs.
- The visitor industry directly or indirectly accounted for \$6.5 million in income in 2001. This includes \$5 million in direct payroll and \$1.5 million in indirect payroll.
- Employment directly and indirectly attributed to the visitor industry in 2001 accounted for 26 percent of all wage and salary employment, 20 percent being direct employment and 6 percent being indirect employment. Haines' dependence on tourism is higher than the statewide average, where tourism accounts for an estimated 9 percent of all direct and indirect wage and salary employment.¹
- Visitor industry personal income accounted for 14 percent of all Haines employment-related personal income in 2001.
- Personal income in Haines totaled \$76 million in 2000, 61 percent of which comes from earnings, and 39 percent from sources unrelated to employment (such as transfer payments and investment income).
- In 1990, transfer payments, dividends, interest and rent combined accounted for 29 percent of total personal income in Haines. In 2000, that share was up to 39 percent.

¹ *Alaska Visitor Industry Economic Impact Study*, McDowell Group, prepared for State of Alaska, May 1999

Assets and Challenges

Attractions

- Haines tour and attraction base is *the* fundamental community asset for a tourism economy.
- Haines' spectacular environment is easily accessible for tours, independent activities, and viewing opportunities. Haines' central location to world-class wilderness areas – the Chilkat Bald Eagle Preserve, Glacier Bay National Park, Kluane National Park, and Tatshenshini-Alsek Provincial Park – represents a further strong attraction to visitors.
- Growth in several visitor markets requires additional developed attractions and increased variety and capacity of tours.
- An uncertain regulatory environment at the local, state and federal level may limit future tour and attraction investment in Haines.
- A challenge for Haines is increasing highway and ferry traveler participation in local tours and attractions.

Accommodations

- The quality and quantity of RV and camping sites in Haines are generally good, although some RV services have decreased in recent years.
- Haines is limited in some visitor markets by its overnight lodging facilities in their small size, lack of higher-end options, lack of amenities such as restaurants, and inconsistent quality.
- Haines is further limited by its lack of signage, sidewalks, and landscaping to draw visitors from the docks into downtown. There is also a shortage of parking in the harbor area.

Access

- Haines' major transportation asset is its status as a northern terminus for the Alaska Marine Highway System. Although the Alaska Marine Highway is a major source of visitors for Haines, it represents several constraints. It has a limited capacity that fills early; it is subject to mechanical disruptions; its embarkation and disembarkation times are often inconvenient; and it has a very limited winter schedule. Further, tour operators have difficulty working with the late release of the schedule and schedule inconsistencies from year to year.
- One of the few Southeast Alaska towns on a road system, Haines lies at the terminus of the Haines Highway. From Haines, the Haines Highway leads north into the Yukon, connecting to the Alaska Highway at Haines Junction. The scenic road has been designated as one of Alaska's Scenic Byways. Despite significant improvements in the Chilkat Bald Eagle Preserve area, the Haines Highway lacks adequate shoulders, bike paths, and pedestrian paths in some areas.
- Air access to and from Juneau is frequent. However, the nature of small plane travel – its expense, weather dependence, limited capacity, and perceived lack of safety – represents a large constraint on visitation to Haines.

- Haines' four deep-water docks provide cruise ship access from downtown, Lutak Inlet and Letnikof Cove.
- Due to Haines' proximity to the popular community of Skagway, frequent Alaska Marine Highway and passenger-ferry service access is a valuable asset.

Advertising

- The existing marketing budget is too small to effectively penetrate all of the specialized markets the community would like to pursue, such as package travelers, adventure travelers, and regional visitors.
- Haines does not have a strong marketing theme. One current theme, "Valley of the Eagles," is more appropriate for fall rather than summer visitors. Another theme, "The Alaska of Your Dreams," is inconsistently applied.

Attitude

- Haines residents are strongly supportive of the tourism industry. In a telephone survey of 201 households, 68 percent supported growth in tourism, while 25 percent supported maintaining current levels.
- When asked about visitor markets, two-thirds or more of Haines residents were in favor of increasing large cruise ships docked in Haines and Skagway, small cruise ships, ferry/highway visitors and fall/winter visitors.
- Nine out of ten Haines residents say they are "not at all" or "a little" impacted by visitor-related congestion and noise.

Market Assessment

Large Cruise Ships

- In 2002 there will be about 80,000 visitors off large ships docked in Haines. In 2003, that number is expected to drop substantially, to around 20,000 – although ships will be spending more time in port. In 1999, when passenger traffic was at 160,000, the economic impact on Haines from passenger spending, taxes and fees was approximately \$10 million.²
- While market potential for additional large cruise ships is low to moderate, small growth in ship calls represents a significant increase in visitor arrivals.
- Haines is considered a "second tier port" in the Alaska market. Haines' ability to attract additional cruise ship calls will depend on many factors: permits in Glacier Bay, overall growth of the market, the appeal of other secondary ports such as Sitka and Wrangell, docking capacity in Skagway, and the capacity and speed of transportation between Haines and Skagway.

² *Economic Impact of the Cruise Industry in Southeast Alaska*, McDowell Group, prepared for Southeast Conference, October 2000.

Skagway Cruise Passengers

- About 50,000 cruise passengers from Skagway are expected to visit Haines in 2002. Economic impacts in 2001, when traffic was at approximately 40,000, is estimated at \$4.2 million.
- The market potential for cruise passengers from Skagway is moderate. While Skagway is currently at or near capacity for large ships, the proportion of the market that participates in Haines tours is currently small, at between 8 and 10 percent. In order to grow its market share Haines will have to increase its tour offerings and/or increase capacity on its current tours.

Independent Visitors

- Independent traffic to Haines, including highway and ferry travelers who are passing through, is estimated at between 50,000 and 60,000. Economic impacts are estimated at \$3 million in annual spending.
- The potential for increasing the total size of the independent market is low to moderate. Statewide marketing program cuts, inconsistent and limited ferry service, and changes in highway travel habits have contributed to weakening independent visitation in recent years.

Small Cruise Ships

- Nearly 7,000 passengers off small cruise ships will visit Haines in 2002. Due to their limited time in port and moderate participation in tours, economic impacts are limited to approximately \$350,000 to \$400,000 in passenger spending.
- The potential for growth in Haines' small ship market is favorable, but will yield a small increase in visitor arrivals. Small ship traffic to Alaska (though currently quite small at about 15,000 passengers) will likely continue its pattern of modest growth, and Haines is well-matched to the itineraries and tastes of this market.

Regional Visitors

- Regional visitors are residents of the Yukon and other Southeast Alaska towns, who typically use Haines as a weekend getaway destination. They make up a large chunk of the special event market as well as the fall/winter/spring market (see below). Although their numbers are difficult to gauge, they represent a desirable market for Haines and 70,000 potential visitors.
- The potential for growth in regional visitors is moderate. For Yukon residents, Haines offers ocean access and milder weather in the winter. For Juneau, Haines is perfect for small-town relaxation and wintertime activities. A constraint on the Yukon market is the US-Canada exchange rate, while Southeast residents are limited by poor ferry access in the off-season.

Special Events

- Special events in Haines draw an estimated 5,000 to 7,000 visitors annually, for an estimated economic impact of \$450,000 to \$600,000.

- The potential for growth in the special event market will depend on the creativity and energy of event organizers. Many events could grow in numbers and/or length.

Adventure Travelers

- Adventure travelers are defined as physically active visitors who experience outdoor recreation as a major component of their trip. (These do not include cruise passengers.) An estimated 2,000 to 4,000 adventure travelers visit Haines annually, with an economic impact of between \$150,000 and \$300,000. The fact that much of their time is spent outside the local area limits economic contributions.
- The potential for growth in the adventure market is moderate. Haines offers a wide array of adventure opportunities, and is a perfect spot for the currently popular “multi-sport” vacation packages. Some constraints exist, including a limited number of trails, few camping spots along Lynn Canal for boaters, and at or near-capacity rafting on nearby rivers.

Fall/Winter/Spring Visitors

- An estimated 1,500 to 2,000 travelers visit Haines between October and April, spending between \$150,000 and \$200,000. They are drawn by wintertime adventure activities, including heli-skiing, snowmachining and special events such as the Bald Eagle Festival.
- The potential for growth in the fall/winter/spring market is low to moderate. While Haines has been billed recently as an ideal heli-skiing destination, this is a relatively small market (250 visitors annually). Regional visitation in the off-season has much room to grow, but is limited by infrequent and inconvenient ferry service. Variable flying conditions for air visitors represents a significant constraint.

Package Travelers

- Package travelers are those visitors who purchased most components of their trip in one set price. (The adventure and cruise segments of the package market are addressed above.) About 1,500 to 2,000 package travelers – mostly motorcoach passengers – visit Haines annually, spending between \$100,000 and \$150,000.
- The potential for growth in the package market is moderate. Haines is in a good location to attract more motorcoach tours, and offers this market a wide array of tours and activities. Three limitations to motorcoach tours are the limited hotel offerings, the late release of the ferry schedule, and limited ferry capacity.

Meetings and Conferences

- Haines has historically attracted one to three small meetings and conferences annually. Total non-resident attendance can vary from 50 to 200 people, with local spending between \$10,000 and \$60,000.
- There is little potential for growth in the meeting and conference market. Haines is constrained on many levels, particularly in accommodations and facilities. In addition, air access is expensive and weather-dependent, water access is limited

in the off-season, and Haines must compete with more affordable and convenient destinations.

Visitor-Related Impacts

- The *Haines Tourism Management Plan* was funded by a grant from the State of Alaska, Dept. of Community and Economic Development, Alaska Coastal Management Program. A requirement of the grant was to “consider impacts of tourism activities on coastal and other areas and identify mitigation measures.” As specified in the grant, the resulting recommendations should provide access to coastal areas by both residents and visitors, provide economic development opportunities *and* retain the character of each area.
- Tourism activities, approximate visitor volumes and visitor-related impacts were identified for eight major areas of Haines: Downtown and Fort Seward; Portage Cove and Haines Harbor; Haines Highway; Chilkat River and surrounding area; Klukwan, Porcupine, and Chilkat Lake areas; Chilkat Peninsula and Glacier Point; Lutak; and Chilkoot Lake and Chilkoot River.
- Two areas have been determined as the highest priority for addressing resident use, multiple visitor market use, habitat and safety issues: Chilkoot Lake and the beaches along the Chilkat River between Jones Point and Carr’s Cove.
- Additional areas of concern, but with lower volume of visitor traffic, include helicopter flight patterns, Chilkat Bald Eagle Preserve habitat concerns and Chilkat River bank erosion.
- Impact Mitigation recommendations are included in the Action Plan.

Action Plan

The Action Plan is the culmination of the tourism management research process. This section includes detailed marketing, infrastructure, and impact mitigation strategies. Recommendations identify the priority level as well as responsible parties for implementation. Please refer to Chapter V for more detailed discussion of each recommendation.

Community Direction for Tourism Management Planning

- A moderate long-term economic growth rate is preferred by the community.
- Economic benefits of employment, personal income and business income shall be directed primarily at current local residents and businesses.
- The community prefers a tourism economy that relies on several markets rather than a single dominant one.
- The community prefers development that has wide distribution of economic benefits.
- The community prefers a strategy that will stimulate the economy in the near-term while building a more solid economy in the long-term.
- Tourism management includes proactive development designed to enhance, accommodate and mitigate the various impacts of tourism.

Marketing Strategies

Overall Marketing Strategies

- Highest Priority: Develop a branding campaign unique to Haines and utilize it consistently.
- Highest Priority: Increase Haines' marketing budget and staffing to professionally address multiple marketing demands.

Professional Sales Strategies

- Highest Priority: Develop moderate growth in the number of large cruise ships calling in Haines, especially daytime calls.
- Highest Priority: Increase volume of Skagway cruise passengers visiting Haines.
- Highest Priority: Increase number of package tour operators—including adventure tours—who include Haines in their itineraries.
- Moderate Priority: Increase frequency and length of stay for small cruise ships.
- Lower Priority: Market Haines to organizations, agencies and corporations as a meeting and conference destination.
- Lower Priority: Market Haines to educational and social organizations with potential for Haines recreational field trips.
- Lower Priority: Promote Haines through military agencies for personnel seeking recreation and relocation information.

Advertising Strategies

- Highest Priority: Enhance and aggressively promote Haines' website.
- Highest Priority: Increase national advertising campaign.
- Highest Priority: Increase Haines advertising in nearby communities and transportation corridors.
- Moderate Priority: Increase media advertising directed at regional residents.

Public Relations Strategies

- Highest Priority: Increase travel media coverage of Haines.

Infrastructure Strategies

Tour and Attraction Development Strategies

- Highest Priority: Enhance economic impacts by increasing tour and attraction base.
- Moderate Priority: Increase economic benefit from special events.
- Lower Priority: Create multiple-day hiking opportunities with campgrounds or hut-to-hut style accommodations.

Economic Development Strategies

- Highest Priority: Provide business planning and permitting assistance to local entrepreneurs.
- Moderate Priority: Create incentives for improving aesthetics of privately owned residential and commercial property.

Waterfront and Marine Access Strategies

- Highest Priority: Enhance waterfront infrastructure to improve access to core business area from docks.
- Highest Priority: Aggressively pursue frequent, convenient ferry service in Lynn Canal.
- Highest Priority: Increase capacity of Haines Harbor and related facilities.
- Moderate Priority: Increase public access to Portage Cove Beaches.

Land and Highway Access Strategies

- Highest Priority: Increase economic contribution of independent visitors to businesses in Fort Seward and core business area.
- Highest Priority: Improve facility maintenance and increase operating season for state-owned campgrounds.
- Moderate Priority: Improve sections of Haines Highway where road maintenance, shoulders, pedestrian/bike paths and rest areas are still needed.
- Lower Priority: Upgrade meeting and conference facilities.

Impact Mitigation Strategies

- Highest Priority: Improve access and facilities at Chilkoot Lake to accommodate visitor and resident use and address safety concerns.
- Highest Priority: Address neighborhood and habitat impacts caused by sightseeing along Chilkat River beaches between Jones Point and Carr's Cove.
- Moderate Priority: Identify helicopter flight paths that provide the least noise impacts on local residents.
- Moderate Priority: Monitor tour and resident activity in Chilkat Bald Eagle Preserve to ensure least impact on wildlife habitat.
- Lower Priority: Address Chilkat River bank erosion.

The Haines tourism economy has been buffeted by a number of changes in the past decade.

- The most obvious of these is the substantial growth in large cruise ship evening calls in recent years, followed by the loss of most of that traffic in 2001, made up for partially by 2002 increases.
- Another change is the longer-term and more steady increase in Skagway cruise passenger who visit and tour the Haines area utilizing fast passenger vessels to access Haines.
- The personal vehicle (i.e., “rubber tire”) segment of the independent market has also been fluctuating, and generally declining in Haines and statewide since about 1993. This is partly due to decreased statewide and regional marketing efforts, disruptions in AMHS schedule and service, and a long-term slow decline in the North American “long-haul” personal vehicle market.

This pattern of change is likely to continue. The draft 2003 AMHS schedule shows a decrease in calls to Haines; one cruise line will start every-other-week daytime calls plus daytime calls (four each) by two other ships; another line will eliminate their twice-weekly evening calls; personal vehicle traffic is down in 2002; and the surrounding region lacks economic vigor. Without a proactive tourism management plan, these uncomfortable conditions will certainly continue.

A Proactive Tourism Management Plan

The volatility and uncertainty of the Haines tourism economy is cast against the backdrop of the community’s overall economy, which many local residents characterize as “soft.” Sales and employment were down in 2001, school enrollment is declining (perhaps an indicator of population loss), salmon prices are slumping, and recent state budget cuts are felt in the local economy.

In an effort both to improve the economy and guide tourism impacts, the City of Haines has commissioned the McDowell Group, Inc., an Alaska research-based consulting firm, to develop a *Haines Tourism Management Plan*. This plan has two goals. One goal is to plan the orderly development of a stronger tourism economy compatible with local needs, values, assets and limitations. This planning is done primarily through a series of recommendations regarding marketing, development of the local tour and attraction base, and infrastructure improvements.

The second goal is to *enhance, accommodate* and *mitigate* the various impacts of that same planned tourism economy growth in a manner consistent with local needs, values, assets and limitations. Examples of enhanced impacts would be directing economic benefits to locals, or increasing visitor expenditures in local tours, attractions, and shops. Accommodating impacts might include increasing downtown harbor parking. An example of mitigating impacts could be altering flight paths for noise reduction.

Tourism as a Manageable Industry

Tourism is unique among Alaska's resource-based industries because of the extent to which local interests can impact the growth or decline of their own tourism economy. By increasing advertising and other consumer marketing efforts, making professional marketing calls on tour and cruise companies, increasing the tour and attraction base, and improving access – just to name a few factors – local communities and businesses can have significant positive impacts on the tourism economy. Local interests can also trigger economic decline by creating a negative business environment, discouraging visitation, or being less competitive in the marketplace, for example.

While local effort may have some influence on other industries, major forces outside local control are usually more influential. Salmon prices in the world market will cost Haines several million dollars in personal income compared to just a few years ago. World mineral prices and the cost of mine development requirements prevent development regardless of local efforts either pro or con. The price of oil and political decisions are the two major determinants of local government operating and capital budgets. World market forces, competition, national resource policies and court decisions are determining today's status of the forest products industry. Local Haines effort can have little impact on these factors.

So when a community with a soft economy such as Haines looks at improving it, tourism is often the chosen target. Virtually any Alaska community of consequence spends local dollars on their local CVB, or its equivalent, using local effort and assets to encourage growth in their local tourism economies. Haines is no exception.

Principles of Tourism Management Planning

Too often, tourism management planning begins after the fact. This happens when the growth of the local tourism economy may not mesh with local values, assets and limitations, or when nothing is done and the community is losing valuable economic stimulation.

Tourism management planning must focus on two tasks: Proactive tourism growth management and proactive tourism impact management.

Proactive Tourism Growth Management

By proactive tourism economy growth management, we mean planning the marketing appeal, the mix of markets, and the infrastructure to achieve the approximate rate, scale and quality of growth the community desires. In other words, a community can manage marketing and infrastructure to grow in a way that is compatible with local needs, values, assets and limitations. Communities are not victims of the market because local effort can impact growth rates and patterns. Most communities don't do this. They simply promote, and then see what they get, then react.

In the case of Haines, for example, marketing specifically for ships that make daytime calls will result in more economic benefit per ship and per passenger and probably a more stable flow of ships from year to year. Doing nothing probably

means a continuing volatile supply of primarily evening ships that consider Haines a secondary port, easily dropped or added.

Another example of proactive growth planning would help Haines prevent dependence on one market. That is harbor expansion and related marketing programs that encourage the yacht market, local marine tour operators, and private vessel moorage for non-residents. This diversifies and expands the tourism economy.

Proactive Tourism *Impact* Management

Since the community will have made advance decisions on tourism growth, advance planning can then occur for tourism impacts because the likely future impacts are known. Impacts come in many forms – economic, social, physical, and cultural. Also, mitigation is not the only means to manage impacts. Through local effort, impacts can be enhanced, accommodated or mitigated, depending on the nature of the impact.

For example, desirable impacts – such as jobs and business opportunities – can be enhanced by policies that direct them to locals whenever possible. Another example of managing desirable impacts would be creating a higher economic yield per ship and per passenger by specifically targeting day ships of moderate size.

Other impacts can be accommodated. For example, cruise foot traffic can be better accommodated by walking paths in the waterfront area, especially paths that improve access to the core shopping area. Personal vehicle impacts could be accommodated by dedicating certain city land for parking.

Negative impacts – such as aircraft noise – can be mitigated (reduced) by changes in routing or transport mode.

Visitor Markets

Visitor markets are generally complementary rather than mutually exclusive. A destination area, such as Haines, that is attractive to adventurers is also attractive to people who like to stay in B&Bs, those who cruise, and personal vehicle visitors. This is because study after study shows most Alaska visitors come to Alaska for the same reason – to experience the magnificent natural environment of the nation's largest state. The RVer, adventure river rafter, and cruiser all come essentially for the same reason. This does not mean they want to come to an undeveloped destination. Instead, they want the developed means – tours, vessels, vehicles, accommodations, buildings, roads, etc. – that will allow them to experience the natural wonders of Alaska. They simply make different choices for how to have their Alaska experience.

Once visitors decide to come to Alaska – again, almost all of them primarily for the same reason – they go about choosing specific methods for their experience. Methods include highway, air, ferry and cruise modes. Methods also include choices of experiences – bus tours, hiking (back country, up Mt. Rapinski, or from the dock to downtown Haines and either guided or on their own), and their choice of places. Places can include a new location every day or spending almost all of their Alaska time in a campground in Haines.

The major point is that visitors have similar motives for Alaska travel, plan to experience essentially the same thing, and they make many choices about how to enjoy their experience. The healthiest tourism destinations in Alaska and around the world are those that serve a variety of markets.

Haines' Assets and Challenges

Haines is unique among regional communities in that it serves many markets. This diversity is testimony to Haines' broad appeal. Some other communities are dependent primarily on only one or two markets and they have more limited market appeal. Haines' basic dilemma is that most of their many markets are quite small and don't offer enough economic opportunity for jobs, income and business development. A major purpose of this plan is to expand the markets preferred by Haines residents while maintaining and enhancing the qualities that draw both visitors and residents.

The Haines Tourism Management Plan should not focus exclusively on one market over another, or keeping one type of visitor out of town while letting another type in. Instead, the Haines plan focuses on the overall appeal of Haines, leaving those who find it attractive free to choose how they visit. This insures market diversity, distribution of economic benefits, and draws visitors who truly appreciate what residents of the community already value.

Several different research methods were employed over the course of this project. For Chapter I, *The Haines Economy*, the study team gathered population, income and employment information from the Department of Labor and Workforce Development and the Bureau of Economic Analysis. Estimates of visitor-related employment are based in part on a survey of Haines area businesses.

For Chapter II, *Assets and Challenges*, the study team assessed Haines' current tourism situation in the following ways: gathering data from visitor websites; interviewing local city officials and tourism professionals; studying local transportation traffic, costs, and infrastructure; and analyzing the Convention and Visitors Bureau budget. To assess the community's attitude toward tourism, a telephone survey of 201 randomly selected households was conducted.

Chapter III, *Market Assessment*, addresses Haines visitor markets one by one – current traffic and spending impact, how each market fits with Haines' assets, any adverse community impacts, and potential for future growth. The study team used many sources to develop the market chapter, including interviews with local tourism professionals, interviews with Outside tour operators, interviews with cruise line officials, and information from the McDowell Group's tourism statistics database.

In Chapter IV, *Visitor-Related Impacts*, eight different geographical areas of Haines are discussed in terms of the visitor activities occurring in the areas, and the impacts these activities cause. The study team compiled activity and impact information from interviews with local tourism businesses, city officials, land managers, and community planning professionals. It also utilized community opinion information from the telephone survey of 201 households.

Guidance was provided by the Haines Tourism Management Plan Steering Committee and interested community members attending the series of public working sessions.

A copy of the household survey and a list of executive interview subjects can be found in the Appendix.

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CHAPTER I:
THE HAINES ECONOMY

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Introduction

This analysis begins with an assessment of the role of the visitor industry, in terms of jobs and income, in the local economy. Following that is a discussion of other economic forces at work in Haines. The section concludes with a brief statistical profile of the Haines economy.

Special analysis of the current role of visitors in the local economy is required because employment and income statistics for the visitor industry are not included in the usual government publications. The visitor industry actually includes components of several industries such as transportation, retail and the service sector. It is further complicated by the fact that many businesses within these sectors of the economy provide goods and services to residents and visitors alike.

It is also important to clearly define what we mean when we talk about the “tourism” industry or the “visitor” industry – terms that are often used interchangeably. For purposes of this study we are using the broadest definition of the visitor industry, meaning it includes all travel by non-Haines residents to and through Haines, regardless of trip purpose.

To measure the economic impact of the visitor industry in Haines, the McDowell Group conducted a survey of visitor-affected businesses operating in Haines. Businesses were asked to provide data on their employment in 2000 and 2001 and estimate the percentage of their sales that were to cruise passengers and independent visitors.

Visitor Industry Employment and Income Impacts

The visitor industry directly or indirectly accounted for the annual equivalent of approximately 300 jobs in Haines in 2001. These jobs stem from local spending by visitors to the community, including cruise ship passengers (from Skagway as well as those aboard ships docking in Haines), visitors traveling to and through Haines via ferry or highway, and visitors arriving by air or ferry to participate in special activities (for example, to attend the fair, take a guided hunt, view eagles, etc.). Visitors spend money throughout the economy, purchasing lodging, tours, groceries, gas, repair services, clothing, books, gifts, art, etc. All of this spending contributes to the creation of jobs and income in Haines.

Visitor-related employment in Haines includes three basic components: direct wage and salary employment, proprietorships, and indirect employment. These are described in more detail below.

Visitor-related employment in Haines in 2001 included the annual equivalent of 190 “wage and salary” jobs. Wage and salary employment is reported by employers to the Alaska Department of Labor and Workforce Development (ADOL). This employment included approximately 90 cruise-related jobs (including those generated by cruise visitors from Skagway), 55 jobs due to highway visitor traffic, and 45 jobs from other niche markets. In terms of sectors of the local economy, about 40 percent of this visitor-related employment was in the service sector, 30 percent was in the retail sector, 15 percent in lodging, 10 percent in transportation and 5 percent in government (including jobs with the Marine Highway, the Haines CVB, police and public works).

In addition to the wage and salary jobs above, the visitor industry in Haines generates other employment and income in the local economy. This other employment and income, which is not reported to the ADOL, includes self-employed people, or “proprietorships.” This includes bed & breakfast owners/operators, charter fishing businesses, guides, taxi drivers and others who operate their own businesses, and do not report themselves to ADOL as employees. There is no official estimate of the number of active visitor industry proprietors in Haines; however, an examination of business directories for Haines suggests that there are approximately 40.

In summary, 2001 visitor industry-related employment totaled 230 jobs in Haines, including 190 wage and salary jobs and 40 proprietors. Peak visitor season employment is much higher than this annual average. In July of 2001 the visitor industry accounted for approximately 400 jobs in Haines, based on ADOL data and McDowell Group estimates.

The visitor industry indirectly creates additional jobs in the Haines support sector. Visitor industry businesses and their employees spend money in the community, generating additional economic activity, including additional employment and income. While it is beyond the scope of this study to measure precisely this “multiplier effect” in Haines, it is possible to make reasonable estimates. Multipliers vary from community to community (ranging from 1.1 in very small communities to 2.0 in larger cities). The multiplier depends on a number of factors, including level of development in the support sector, residency of the labor force, and average wages paid in the industry. Because the Haines economy is small, and the support sector not well developed, we would expect relatively low multipliers, probably around 1.3. This means that for every direct job created in the visitor industry, another 0.3 jobs are created in the support sector. Recognizing the uncertainty surrounding this estimate, based on an employment multiplier of 1.3, the visitor industry in Haines accounted for a total (direct and indirect) of approximately 300 jobs in Haines in 2001.

The visitor industry directly accounted for approximately \$5 million in payroll and income in 2001, based on average wages in visitor-affected sectors of the economy and McDowell Group estimates of proprietors’ income. Including direct and indirect impacts (again based on the 1.3 multiplier), the visitor industry accounted for approximately \$6.5 million in payroll and income in 2001.

Table 1
Visitor Industry Employment and Payroll in Haines, 2001

Direct Employment & Payroll	
Annual Average Employment	230
Peak Employment	400
Annual Payroll/Income	\$5 million
Indirect Employment & Payroll	
Annual Average Employment	70
Annual Payroll/Income	\$1.5 million
Total Employment and Payroll	
Annual Average Employment	300
Annual Payroll/Income	\$6.5 million

Role of the Visitor Industry in the Haines Economy

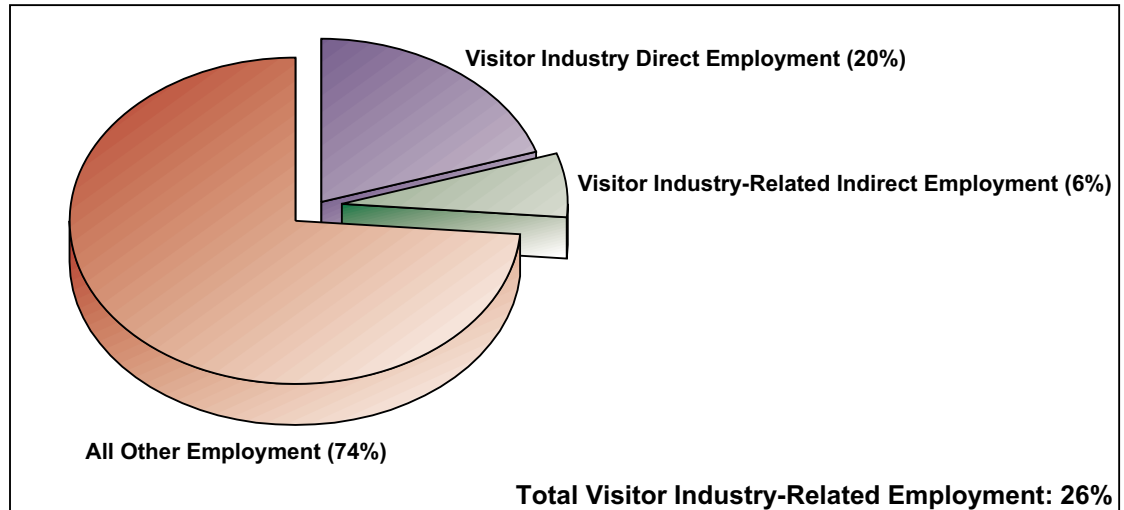
In addition to the visitor industry, Haines' economic base includes a complex mix of other economic activity including commercial fishing, construction, retirement income, government and others. It is beyond the scope of this study to profile these other sectors of the economy in detail. The intent of this discussion is to provide enough information about the economy as a whole to place the visitor industry in perspective relative to other sources of economic activity in Haines.

Role in wage and salary employment: The 190 wage and salary jobs directly attributed to the visitor industry in 2001 accounted for 20 percent of all wage and salary employment in Haines (excluding Ward Cove Packing employment in Excursion Inlet). Including indirect impacts, the visitor industry accounted for one quarter (26 percent) of wage and salary employment in Haines in 2001. Haines' dependence on tourism is higher than the statewide average, where tourism accounts for an estimated 9 percent of all direct and indirect wage and salary employment.³

Based on preliminary ADOL data, the Haines economy included an annual average of 948 wage and salary jobs in 2001. Wage and salary employment peaked in 2001 at 1,100 jobs in August. This data does not include Excursion Inlet employment which averaged 36 jobs in 2001 and peaked at 233 jobs.

³ Alaska Visitor Industry Economic Impact Study, McDowell Group, prepared for State of Alaska, May 1999

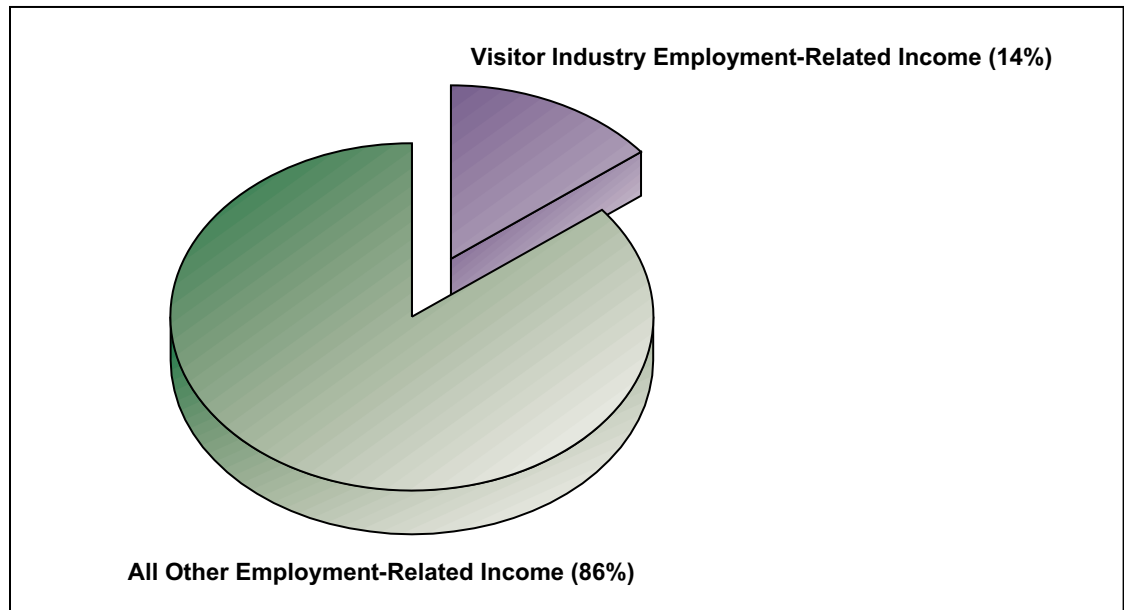
Figure 1
Role of the Visitor Industry in Haines Employment, 2001



Source: McDowell Group estimates.

Share of Haines employment-related personal income: Local employment and proprietorships generate about \$46.5 million in personal income in Haines. The \$6.5 million attributed to the visitor industry accounts for about 14 percent of that total.

Figure 2
Role of Visitor Industry in Haines Employment-Related Income



Source: McDowell Group estimates.

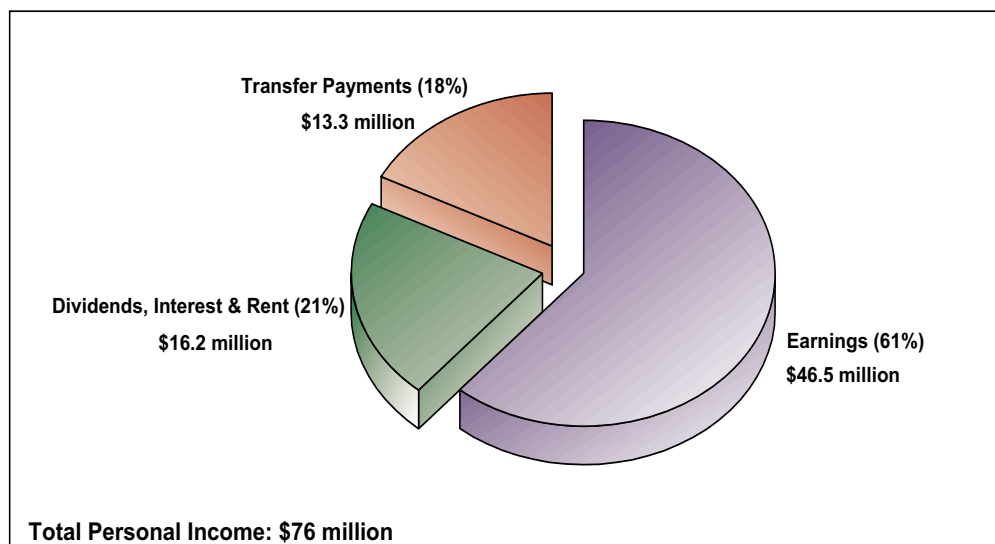
Importance as source of household income: According to the McDowell Group survey of Haines households, the visitor industry is the most important source of income in 12 percent of local households. In another 9 percent of local households, the visitor industry is the second most important source of income.

Haines Economic Base

The Haines economic base – defined as those industries and activities that draw money into the community – includes a mix of employment and non-employment related sources of income. Though often overlooked in economic profiles, non-employment sources of income, such as income from transfer payments and investments, are particularly important in Haines. In 2000, 39 percent of all personal income in the Haines came from non-employment-related sources. An analysis that focused exclusively on jobs and payroll would miss a very large piece of the local economy. To be sure, employment is the critical piece of the local economic pie, but by itself is insufficient to gain an understanding of the economic forces at work in Haines.

In 2000 (the most recent data available), Haines resident personal income totaled \$76 million. This includes income from all sources, as identified in the following graph.

Figure 3
Sources of Personal Income in Haines



Source: Bureau of Economic Analysis

Personal income from earnings includes wage and salary income as well as proprietor's income. The category of income titled "Dividends, Interest & Rent" includes investment income such as dividends to stockholders, interest received on bonds, money market funds, and savings accounts, and rental property income. Nationwide, these sources of income account for 16 percent of total personal income; 17 percent in Alaska overall, and in Haines, 21 percent.

Transfer payments include payments from governments to individuals where no services are performed. Transfer payments account for about 18 percent of personal income in Haines, 16 percent in Alaska, and 17 percent nationwide. Transfer payment are discussed in more detail below.

A noteworthy trend in personal income is that the total share of income from non-employment-related sources has increased markedly since 1990. In 1990, transfer payments and dividends, interest & rent combined accounted for 29 percent of total personal income in Haines. In 2000, that share was up to 39 percent, signifying an important shift in the make-up of the local economy. The growing retirement community in Haines is a key reason for this shift.

Personal income from employment (including self-employment) in Haines totaled approximately \$46.5 million in 2000. Proprietor's income (income from self employment) accounts for 17 percent of total personal income, about the same percentage as in 1990. However, proprietor's income accounts for 28 percent of employment-related income in Haines, up from the 1990 level of 25 percent.

Sources of Income by Basic Industry

Specific sources of employment income are described below. This discussion focuses on employment and income in the base economy, i.e., sources of income from outside the local economy, rather than income in the support sector, which is generated as a result of spending money that is already in the economy.

Commercial Fishing: According to Commercial Fisheries Entry Commission (CFEC) data, in 2000 97 Haines-based commercial fishermen fished 152 permits and harvested 7 million pounds of fish with an ex-vessel value of \$3.8 million. The McDowell Group has developed models to estimate the take-home pay earned by commercial fishermen and their crew (this modeling considers crew requirements, season length, crew shares and other factors). Based on CFEC data, McDowell Group estimates that the commercial fishing industry accounted for the annual equivalent of about 90 jobs and \$2.5 million in net income in 2000.

Construction: The construction industry accounted for an average of 58 jobs in 2000, with peak employment at about 99 jobs, according to ADOL data. Payroll totaled approximately \$3.7 million and personal income \$5.9 million.

Government: Government is a critical source of both employment and personal income in Haines. Together, local, state and federal government account for 190 jobs and \$6.5 million in annual payroll. Local government employment averaged 140 jobs, state government 35 jobs and federal government 15 jobs. The Haines Borough School District is the single largest source of government employment in Haines. BEA reports personal income in government and "government enterprises" at \$7.9 million in 2000.

Government employment and transfer payments together directly account for \$21 million in personal income in Haines. Transfer payments are payments from governments to individuals, such as social security payments, government employee retirement payments, Medicare, unemployment insurance payments and others. The Permanent Fund Dividend is a transfer payment that accounted for \$4.4 million in income for Haines residents in 2001.

Government also generates income for Haines residents through capital (construction) project funding, grants to non-profit organizations, and others. Though specific data is not available, government (local, state and federal payroll, plus transfer payments and government contracts and grants) probably accounts for one-third of all personal income in Haines. When indirect income effects are added, government likely accounts for over 40 percent of local personal income.

Government is clearly a critical piece of the Haines economy, though the community is less dependent on government than other Southeast communities. In Sitka, for example, more than half of all personal income originates from government sources. Government jobs and income stabilize economies, such as Haines', that would otherwise be highly seasonal and prone to shifting external market and political forces.

Retirement: As described above, nearly 40 percent of personal income in Haines comes from sources unrelated to employment. The growing number of retirees residing in Haines is a key reason for this flow of income into the community. Recently released census data indicates that 17 percent of Haines households have retirement income, averaging \$19,200 per household. According to the McDowell Group survey of Haines households, retirement is the most important source of income in 23 percent of local households (this includes jobs in the retirement industry, not just payments to retirees). In 2000, residents 60 years and older accounted for 14.3 percent of the local population, compared to 11.8 percent in 1990. According to ADOL, Southeast Alaska has the greatest proportion of elders in Alaska, with Haines leading the Southeast Region. As of 1999, 11.1 percent of Haines population was over 65, compared to 9.1 percent in Wrangell-Petersburg, 8.1 percent in Sitka, 7.9 percent in Ketchikan and 5.8 percent in Juneau. The retirement "industry" is clearly an important part of the local economy.

The industries described above (the visitor industry, commercial fishing, construction, government and retirement) are Haines' economic base, or economic foundation. They draw new money into the community. There are a variety of other sources of employment income in the Haines economy, mostly in the support sector. The support sector generates income for many local residents (by recirculating money already in the economy), including jobs in the retail, service and transportation sectors (other than jobs related to the visitor industry). A detailed analysis of the local support sector is beyond the scope of this study.

Other Economic Indicators

The following table provides several economic indicators for the Haines area. In most cases, the most recent available data is for 2000. As a result, recent changes in the economy are not captured in the data. Still, some interesting long-term trends are evident in these statistics.

The 2000 census placed Haines' population at 2,392, about three percent below the 1999 estimate of 2,475. It is not clear whether this decline is real or the result of methodological differences. The 1999 estimate was made by ADOL as of July 1, 1999. The 2000 population count by the Census Bureau is as of April 1, 2000. Therefore, some of the change between the two years could be due to seasonal variation. Further, the ADOL population figure is an estimate, while the census figure is based on an actual count. A decline in school enrollment between 1999 and 2000 (with further decline in 2001, dropping to 402 students) could support the assertion that Haines population declined. However, declining school enrollment

could have several causes unrelated to population decline. First, birth rates have been declining throughout Alaska and nationwide, as the Baby Boomer generation ages. In 2000, the median age of Haines residents was 40.7 years, compared to 34.2 years in 1990, according to census data. Second, many Alaska communities have seen public school enrollment decline as a result of increasing home/correspondence schooling. This may or may not be a contributing factor in Haines. In any case, it is unclear at this time the extent to which Haines population may have declined over the past few years, if at all, and available data should not be taken at face value.

Table 2
Haines Economic Indicators, 1990, 1996-2000

	1990	1996	1997	1998	1999	2000
Population	2,117	2,352	2,404	2,461	2,475	2,392
Employment	966	876	897	932	888	993
Nominal NAWS payroll (millions)	\$23.1	\$22.7	\$22.7	\$23.0	\$23.3	\$26.8
Real Payroll (Millions of 2000\$)	\$29.4	\$24.0	\$23.7	\$23.6	\$23.7	\$26.8
Nominal Wages	\$23,879	\$25,913	\$25,307	\$24,678	\$26,239	\$26,955
Real NAWS wages (2000\$)	\$30,402	\$27,420	\$26,390	\$25,367	\$26,698	\$26,955
Nominal Personal Income (millions)	\$56	\$66	\$67	\$69	\$70	\$76
Real Personal Income (millions of 2000\$)	\$72	\$69	\$70	\$71	\$71	\$76
Nominal Per Capita Income	\$26,673	\$28,878	\$28,889	\$29,720	\$30,681	\$31,757
Real Per Capita Income (2000\$)	\$33,960	\$30,558	\$30,126	\$30,549	\$31,219	\$31,757
School Enrollment	397	439	442	442	440	425

Sources: Population data is from ADOL (1996-1999) or Bureau of the Census (1990 and 2000). Nominal employment, payroll and wage data is from ADOL. Real payroll and wages are McDowell Group estimates based on ADOL data and the Anchorage Consumer Price Index (CPI). Nominal personal income and per capita income is from Bureau of Economic Analysis (BEA). Real personal income and per capita income are McDowell Group estimates based on BEA data and the Anchorage CPI. School enrollment is from the Haines Borough.

Preliminary wage and salary employment data indicates some decline between 2000 and 2001. Preliminary 2001 data places average employment in Haines for the year at 984, slightly below the 2000 level of 993. Given the decline in cruise ship traffic to the community in 2001, some decline in employment would be expected.

Payroll data is not yet available for 2001. Over the long term, real (inflation-adjusted) payroll in Haines remains about 9 percent below the 1990 level. As discussed above, wage and salary income is a less important part of the economy than it was in 1990.

Following a statewide and regional trend, real wages have been declining as well. In 2000 dollars, the annual average wage earned in Haines was \$30,400 in 1990. In the year 2000, the average wage was just under \$27,000. This decline reflects the loss of relatively high paying manufacturing jobs (such as jobs at the sawmill), and the addition of somewhat lower paying tourism-related jobs in the retail and service sectors.

While total real payroll is down from the 1990 levels, total real personal income is up. As described above, increasing transfer payments and other non-employment-related sources of income more than compensated for the decline in wage and salary income, in terms of total income.

Per capita personal income has been gradually increasing in Haines (at least through 2000), but remains below the 1990 peak. At \$31,757, Haines per capita income is among the highest in Southeast Alaska and about seven percent above the Alaska average.

Table 3
Per Capita Income in Southeast Census Areas, 2000

Southeast Alaska Census Areas	
Juneau Borough	\$34,230
Ketchikan Gateway Borough	\$33,211
Haines Borough	\$31,757
Sitka Borough	\$28,630
Wrangell-Petersburg Census Area	\$28,414
Fairbanks North Star Borough	\$28,260
Skagway-Hoonah-Angoon Census Area	\$27,769
Yakutat Borough	\$27,267
Pr. of Wales-Outer Ketchikan Census Area	\$20,914
Alaska Average	\$29,642

Source: Bureau of Economic Analysis

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CHAPTER II: ***ASSETS AND CHALLENGES***

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The McDowell Group has designed a method for conducting a community tourism inventory called *The Six A's of Successful Tourism Development*. These six attributes are essential in order for visitors *and* local residents to find tourism mutually rewarding.

- **Attractions:** what draws visitors to the area, including developed sites and natural features.
- **Accommodations:** how visitors are served by local lodging facilities, dining, shopping and other services.
- **Access:** transportation options to and from the area, including cost and time involved.
- **Advertising:** how the community markets itself to visitors.
- **Attitude:** how community residents feel about visitors and related impacts.
- **Area:** Levels and types of visitation to various areas of Haines. Because particular attention to land use and impacts was requested by the client, this subject is addressed in full in Chapter IV, Visitor-Related Impacts.

As the study team addressed the above tourism areas, they identified the major assets and challenges associated with each one. These findings form a baseline from which marketing, infrastructure and impact management measures can be drawn.

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Haines offers visitors a friendly, small-town atmosphere in a stunning natural setting. Views of mountains, fjords and glaciers are impressive and available from almost any location. Water-oriented recreational opportunities are abundant given Haines' proximity to Lynn Canal, Chilkoot Lake, Chilkat Lake, Mosquito Lake, and several river systems. Haines' natural beauty is enriched by green forests, colorful wildflowers and occasional wildlife viewing opportunities.

Natural and Developed Attractions

Alaska Indian Arts

Alaska Indian Arts is a non-profit organization that focuses on reviving Tlingit art and culture. Visitors can tour the workshop located in Fort Seward, observing the creation of totem poles, sculpture and jewelry. Alaska Indian Arts was responsible for the organization of the Chilkat Dancers, who interpreted Tlingit legends through their dance performances. Alaskan Indian Arts is open year-round and within walking distance of the core downtown area and harbors.

American Bald Eagle Foundation

The American Bald Eagle Foundation is a private non-profit educational foundation. Its mission is to share knowledge that will in turn contribute to preserving and protecting the American Bald Eagle in its natural habitat. The Bald Eagle Foundation operates a natural history museum that includes a diorama of Lynn Canal and the Chilkat Valley. Visitors can see over 160 wildlife specimens including eagles and a recently donated cinnamon bear. The museum is open year-round and is located within easy walking distance of the downtown area, the cruise ship docks and other area landmarks. Many tour operators include the museum as a stop on city tours.

Chilkat Bald Eagle Preserve

The Alaska Chilkat Bald Eagle Preserve was established by the State of Alaska in 1982 to protect and perpetuate bald eagles. The preserve is made up of 48,000 acres and there are eagles in virtually all portions of the preserve. During the fall when spawning salmon are abundant, the preserve attracts over 3,000 eagles – a spectacular site for visitors. New viewing areas are accessible about 20 miles from Haines, along with interpretive displays, walking trails and shelters for visitor comfort. Visitors can access the preserve independently by driving the highway or by booking trips with several tour operators that enter the preserve with busses, jet boats and rafts.

Fort William H. Seward National Historic Landmark

Fort William H. Seward was designated as a national historic landmark in 1978. Established as a military post in 1904, it was deactivated in 1946. The fort buildings represent the military architectural styles of the early 1900's. They currently are used as homes, visitor accommodations and cultural attractions. The large, grassy parade ground is the location of a salmon bake and a replica of a ceremonial tribal house. A walking tour map and interpretive signs give visitors insight into life and history at the Fort. The Fort is close to the downtown area and harbors. Several bus and walking tour operators include the Fort on their narrated historical tours of Haines.

Sheldon Museum and Cultural Center

The Sheldon Museum has a number of interpretive exhibits that depict segments of Haines history including Tlingit Indian culture, pioneer history in Haines and the military presence at Fort William H. Seward. The museum is home to several collections and archives and is open year-round. Visitors can easily access this centrally located museum. Several bus tours include the museum on their Haines tour itineraries.

Tsirku Canning Company

The Tsirku Canning Company allows visitors to watch a historic salmon canning line in operation and learn about the history of the salmon industry. The attraction is located in downtown Haines and is easily accessible by foot or tour vehicle.

Nearby Parks and Wilderness Areas

Haines lies adjacent to the largest internationally protected area in the world, which includes Glacier Bay National Park, Tatshenshini-Alsek Wilderness Park, and Wrangell-St. Elias National Park and Reserve. With the exception of the latter park, these areas are easily accessible to Haines visitors. The area was designated a World Heritage Site in 1979 by UNESCO.

Glacier Bay National Park

Haines is a gateway to one of Alaska's most popular wilderness destinations, Glacier Bay National Park. Flightseeing over Glacier Bay is available through several Haines air carriers. Visitors can also participate in Glacier Bay day cruises, rent kayaks and camp as part of a tour group or on their own. Glacier Bay tour packages can be arranged through several Haines businesses.

Kluane National Park and Tatshenshini-Alsek Provincial Park

Haines also serves as a gateway to two exceptional Canadian wilderness areas – Kluane National Park and Reserve and the Tatshenshini-Alsek Provincial Park. Kluane National Park is a three-hour drive north of Haines. Visitors can camp, raft, hike, flightsee, fish and ski in the park. Several tour operators provide wilderness experiences in the park.

The Tatshenshini-Alsek Provincial Park is also north of Haines and is accessible on the highway. Visitors can participate in a multitude of activities in this park but it is

renowned for its river rafting opportunities. Visitors can participate on private or commercial raft trips. Permits are required since traffic on the river is limited to minimize impacts on the area.

Tours and Activities

Haines' location provides an ideal setting for a wide range of activities sought by visitors: fishing, biking, hiking, camping, hunting, rafting, birding, wildlife viewing, and flightseeing. In the wintertime, visitors can participate in heli-skiing, cross-country skiing, snow-shoeing, and snow-machining. In addition, Haines offers cultural experiences in Native heritage as well as military and pioneer history.

Visitors can participate in these activities independently or via a guided bus, van, horse drawn carriage or walking tour. A number of historical and cultural tours are available, including the museum, Bald Eagle Foundation and exposure to Native culture at Alaska Indian Arts and local galleries.

Several tours focus on adventure opportunities. Biking, hiking, river rafting, jet boat and kayaking tours offer visitors ways to experience Haines' natural environment, including its wilderness and wildlife. Fishing enthusiasts can hire one of the many local charter operators, and several hunting guides offer their services to Haines visitors.

SEAtails, a new regional attraction, is being developed and promoted by volunteers, the Alaska Marine Highway, various marketing organizations and public land managers. This regional approach to identifying and promoting recreational opportunities has the following vision: a network of hiking, biking, kayaking, canoeing, diving, cultural and other features sprinkled throughout Southeast Alaska and connected by Alaska's Marine Highway ferry system. Ongoing work on this project will benefit Haines.

Events

The community of Haines hosts a variety of events that attract visitors, including:

- Alcan 200 International Snow Machine Race
- ACTFEST, a biennial adjudicated drama festival
- Great Alaska Craftbeer and Homebrew Festival
- Koot to Kat Skat Biathlon
- King Salmon Derby
- Kluane to Chilkat Bike Relay
- Fourth of July Celebration
- Southeast Alaska State Fair and Bald Eagle Music Festival
- Alaska Bald Eagle Festival
- Dick Hotch Basketball Tournament

Summary of Assets and Challenges

A well-developed tour and attraction base is *the* fundamental community asset for a tourism economy. Haines' spectacular multi-faceted natural environment is easily accessible for high quality tour experiences, independent visitor activities, and viewing opportunities. It is centrally located to several world-class wilderness areas: the Chilkat Bald Eagle Preserve, Glacier Bay National Park, Kluane National Park, and Tatshenshini-Alsek Provincial Park. In addition, the Haines attraction base includes historical and cultural attractions, special events, and a unique small community atmosphere.

Future growth for Haines in several visitor markets requires additional developed attractions as well as increased tour variety and capacity. Haines should examine a recent trend in museums and cultural centers with an interactive, multi-media approach to educating and entertaining visitors. Uncertainty within the regulatory environment at the local, state and federal level could present a challenge to future tour and attraction development in Haines.

Another challenge is increasing visitor participation in local tours and attractions. With ferry and highway travelers, increasing participation must begin with drawing them into the core business area. Currently, it is all too easy for these visitors to bypass downtown on their way out the highway, or stop only for a moment. One challenge is the lack of pre-trip information they receive (see section on Advertising). The run-down appearance of some buildings in the downtown and fort areas may also be a limiting factor for Haines.

Haines offers overnight visitors a variety of accommodations, ranging from motels to campgrounds. The inventory does not contain any luxury, full-service hotels or resorts. Some facilities are open year-round (approximately 9 facilities indicate they are open year-round) while others operate seasonally to accommodate the influx of visitors traveling during the summer months.

Overnight Lodging

There are over 200 guest rooms in Haines. The majority of these are located in hotels and motels (141 rooms). Bed and breakfasts provide an additional 28 rooms. Additional lodging facilities, such as vacation rental homes, furnished suites and remote cabins, can sleep approximately 70 people—some of these include shared accommodations.

The amenities available at each of the types of accommodations vary. Most Haines hotels and motels offer in-room phones, televisions, and private bathrooms. Only one hotel property offers an onsite restaurant. Some locations accommodate pets and a few rooms are accessible to individuals with disabilities.

Wilderness lodges and cabins are also available for visitors desiring locations outside the center of town.

Various facilities offer visitors a range of prices depending on the type of room, facility and time of year. In the downtown area, rates for hotels range between \$50 and \$117 per night. Rates for bed and breakfasts range between \$55 and \$220 per night, depending on the caliber of the accommodation and its amenities. Other lodging types – remote cabins, condominiums and room rentals – charge a per-person rate between \$40 and \$110. Some locations charge fees for additional people in the room of the facility and several offer winter rates.

Below is a list of accommodations compiled by the Haines Convention and Visitors Bureau.

Table 4
Haines Area Accommodations

Name	Lodging Type	Number of Rooms
Hotels and Lodges		
Captain's Choice Motel	Motel	39
Eagle's Nest Motel	Motel	13
Fort Seward Lodge	Hotel	10
Hotel Halsingland	Hotel	50
Mountain View Motel	Motel	9
Thunderbird Motel	Motel	20
Bed and Breakfasts		
A Sheltered Harbor B&B	Bed & Breakfast	5
Chilkat Eagle B&B Inn	Bed & Breakfast	4
Fort Seward B&B	Bed & Breakfast	7
Summer Inn & B&B	Bed & Breakfast	5
Tanani Bay Luxury Suite	Furnished Suite	4
The Little Crooked House B&B	Bed & Breakfast	3
Other Lodging		
Beach Roadhouse	Cabins & Rooms	7
Bear Creek Cabins	Cabins	4
Bear Den Lodging	Lodge/Cabin	2
Dalton Street Cottages	2 Cottages	Sleeps 8
Fort Seward Condos	Condominium	4
Moose Valley Mercantile	Furnished Suite	1
River House Vacation Rental	Furnished Home	Sleeps 7
The Cherry House	Furnished Room	1
Cabin Fever	Cabin	4
Glacier View Lodge	Lodge	NA
Chilkat Outback Cabins	Cabins	3 cabins
Salmon Run Cabins	Cabins	2 cabins; each sleeps up to 4
Weeping Trout Sports Resort	Lodge	Sleeps 18

Source: Haines Convention & Visitors Bureau

RV Parks and Campgrounds

Haines is also home to several RV Parks and campgrounds. Four state-owned campground facilities are Chilkat State Park, Chilkoot Lake State Recreation Site, Portage Cove State Recreation Site and the Mosquito Lake State Recreation Site. These sites combined provide campers with approximately 88 camping sites.

Portage Cove sites are reserved for tent campers who arrive either on foot or on bicycle, while the state's other campgrounds accommodate car and RV camping. Chilkat State Park also offers three tent sites along with its pull-through sites. All state park facilities offer fire rings, toilets, picnic tables and water. Fishing and boat launch facilities exist at three of the parks.

Privately-owned camping areas provide a variety of services to visitors such as hook-up sites, showers and laundromats, to name a few. Of the six privately-owned RV parks and campgrounds, three are downtown and three require some driving. Private campsites total approximately 194.

Table 5
Haines Area RV Parks and Campgrounds

Name	Ownership	Number of Spaces/Sites
Chilkat Charlie's RV Park & Tent Park	Private	10
Chilkat State Park	State	35
Chilkoot Lake State Recreation Site	State	32
Haines Hitch-Up RV Park	Private	92 sites; 20 pull-thru
Oceanside RV Park	Private	25
Port Chilkoot Camper Park	Private	25
Portage Cove State Recreation Site	State	14
Mosquito Lake State Recreation Site	State	10
Salmon Run RV Campground	Private	30 sites, 2 cabins
Swan's Rest RV Park	Private	12

Services

Haines provides a full complement of key services to visitors including grocery stores, service stations, automotive repair shops, laundry facilities, banks and a post office. Recent reductions in RV and private vehicle traffic have reportedly caused a decline in the availability of services such as propane, fuel, car wash and dump stations.

Haines retail sector includes gift shops and galleries that sell outstanding local arts and crafts, clothing and sporting goods. Several restaurants and bars provide a range of cooking styles from organic cuisine to deli-style sandwiches and pizza.

Parking in Haines, while adequate for local traffic much of the year, is taxed considerably during the summer season. Street parking is available along with two city-owned lots. Some businesses have their own parking. Visitor-related traffic – cars and RVs – driving the Haines Highway and accessing the AMHS stress the

parking inventory and increase road traffic in general during the summer months creating conflict between local residents and visitors.

In addition, pedestrian traffic increases during the summer. Sidewalks are not fully developed outside the main downtown area. Some existing sidewalks are in need of repair.⁴

Summary of Assets and Challenges

The lodging facilities in Haines, though varied, do have limitations that affect both the type and number of visitors that choose to overnight in Haines. Haines lacks hotel amenities that some higher-end Alaska travelers seek such as restaurants, lounges, workout rooms or spa facilities. The quality of the available facilities tends to vary considerably. In addition, the fact that there are only two medium-size facilities limits the town's capacity for group travel as well as convention/meeting travel. On the other hand, Haines offers many attractive options to the RV and camping market.

In terms of other visitor accommodations, Haines offers most of what travelers need: service stations, banks, laundry services, etc. The retail sector offers visitors a wide variety of shopping experiences. However, the overall number of options is limited, especially in comparison to other Southeast ports such as Ketchikan and Skagway. Two other areas that represent limitations for Haines visitors are parking and sidewalks. Additionally, the decline in support services for RV visitors will eventually have a limiting effect on volume of that market.

⁴ City of Haines, Comprehensive Plan, March 2000.

Air Access

Service

Several airlines service Haines, with nearly all flights originating in or departing to Juneau or Skagway. All flight service is on small, commuter planes with passenger capacities of ten or fewer. Juneau is the hub for air travel between Haines and all points north and south.

In the summer, there are about 15 daily, regularly scheduled flights from Juneau to Haines. That number drops by half in the off-season. Flight time is typically 30 minutes. Three airlines provide regularly scheduled service: LAB, Wings, and Skagway Air Service. Fares range between \$80-\$90 for one-way tickets, and \$150-\$160 for round-trip tickets.

These airlines also provide daily scheduled service between Haines and Skagway, a 15-minute flight. Several airlines, including Air Excursions and Alaska Mountain Flying & Travel, provide charter service between Haines and Juneau or Skagway.

Traffic

The following table charts enplanements in Haines between 1990 and 2000. The wide fluctuations are due to visitor industry activity. For a few years, many cruise passengers flew to Haines from Skagway, whereas most of that traffic is now on fast ferries.

Table 6
Haines Enplanements, 1990-2000

Year	Number of Passengers
2000	6,466
1999	7,833
1998	8,624
1997	29,358
1996	24,384
1995	20,821
1994	12,641
1993	12,006
1992	9,342
1991	7,934
1990	15,459

Source: Federal Aviation Administration

Facilities

Haines' airport is located off the Haines Highway, five minutes from the downtown area. The airport is un-towered and has a limited airport operating certificate. The runway condition is rated as "good" by DOTPF. Airport amenities include a paved runway and pilot-controlled runway lighting. A small terminal, owned and operated by Wings of Alaska, is open from 7am to 7pm in the summer, and from 7:30am to 4pm in the off-season. The runway size is 75' x 4200' with an adjacent surfaced taxiway of 40' x 1853' feet. A seaplane float is located in the Haines Small Boat Harbor in Portage Cove.

Marine Access

Haines is located on Lynn Canal, about 90 sea miles from Juneau and 14 sea miles from Skagway.

Service

The Alaska Marine Highway System provides the most frequent marine passenger service to Haines. Between June 5 and September 8, a daily ferry runs between Juneau and Skagway, stopping in Haines both directions. (The draft 2003 schedule shows a significant decrease in this service.) In addition to the day ferry, other ferries make between six and ten stops weekly in the summer. In the off-season, ferries make about eight stops weekly. Ferry travel time is about five hours between Haines and Juneau, and one hour between Haines and Skagway. Some ferries operate only in Southeast Alaska, while others sail up from Bellingham, Washington and Prince Rupert, British Columbia.

Fares on the AMHS range according to season, destination, length of vehicle, and type of cabin. The following table displays several sample prices from the Summer 2002 and Winter 2001/2002 schedule.

Table 7
AMHS Sample Prices, One-Way

	<u>SUMMER</u>		<u>OFF-SEASON</u>	
	Passenger	Vehicle	Passenger	Vehicle
Haines-Juneau	\$26	\$53	\$24	\$49
Haines-Skagway	\$20	\$28	\$17	\$26
Haines-Prince Rupert	\$136	\$303	\$122	\$283
Haines-Bellingham	\$273	\$683	\$244	\$578

Note: Passenger fares are for adults. Vehicle prices are for vehicles between 10 and 15 feet.

Source: Alaska Marine Highway System

In the summer months, two independently-owned companies run shuttle ferries from Haines: Alaska Fjordlines and Chilkat Cruises & Tours. Alaska Fjordlines operates one daily round-trip from Skagway to Juneau, stopping in Haines both directions (Haines-Juneau is \$100 round trip). Chilkat Cruises & Tours operates several daily round-trip shuttles between Haines and Skagway (about \$40 round trip).

Cruise ships are another way of accessing Haines. Both small and large cruise ships stop in Haines for half or full day visits on their way to or from Skagway. In the summer of 2002, two large cruise ships are stopping in Haines (one on Wednesdays, one on Thursdays). Seven small cruise ships will make stops in Haines; two of these ships will stop just twice.

Traffic

Since the 1992 peak of 45,000 disembarkations, Haines ferry traffic has seen a general decline – along with overall AMHS traffic. The Juneau-Haines-Skagway dayboat, introduced in 1998, helped boost traffic slightly. Most of the sharp decline in 2001 can be attributed to the dayboat being re-deployed to the mainline route, resulting from the repair of the Columbia.

Table 8
Haines Ferry Disembarkations, 1990-2001

Year	Number of Passengers
2001	33,347
2000	38,779
1999	40,054
1998	37,804
1997	38,948
1996	39,445
1995	40,056
1994	40,663
1993	42,576
1992	45,346
1991	44,957
1990	42,974

Source: Alaska Marine Highway System

Cruise ship traffic grew rapidly from 16,432 passengers in 1992 to nearly 190,000 passengers in 2000. The 2001 summer season saw slightly more than 40,000 cruise passengers, as the number of cruise ships dropped from five per week to one. In 2002, Haines expects a rebound to over 80,000 cruise passengers.

Table 9
Haines Cruise Volume, 1991-2001

Year	Number of Passengers
2001	40,150
2000	187,388
1999	159,734
1998	104,500
1997	132,269
1996	85,178
1995	64,699
1994	43,207
1993	19,122
1992	16,432
1991	23,000

Source: Haines Convention and Visitors Bureau. 1999's volume is from Cruise Line Agencies.

Facilities⁵

The City of Haines Small Boat Harbor is located in Portage Cove at the foot of Main Street, and consists of a 900-foot breakwater enclosing a 600-foot x 900-foot harbor. It has a 15-foot channel and a basin ranging from 11 to 14 feet in depth (below MLLW). It can accommodate approximately 150 boats, with berths for small boats between 24 and 40 feet in length, and float moorage for boats of up to 80 feet in length. With rafting of boats, up to 330 boats have been accommodated in the Small Boat Harbor.

The Lutak dock is located five miles north of downtown Haines along the Lutak Highway. The 1,051-foot face of the Lutak Dock and its associated six-acre staging area is managed by the City of Haines (Lutak Dry Cargo Dock) and the State of Alaska (AMHS ferry terminal). It has a 36-foot below MLLW depth at the face. The City's terminal is approximately 750 feet long with water depth of approximately 23 feet below MLLW. There is also a floating barge ramp which can accommodate barges up to 340 feet in length. The Lutak dock was used by large cruise ships prior to the expansion of the Port Chilkoot dock.

The Port Chilkoot Dock, owned by the City, is located on the shore of Portage Cove at the foot of Portage Street. It is 650 feet long from shore to face and has a 14 foot wide approach way leading to a 120' x 250' staging area. The dock was expanded in 1994-1995 to accommodate large cruise ships. Its current water depth is approximately 36 feet below MLLW. The dock has been used by cruise ships as long as 915 feet. Currently, only two large cruise ships a week use this dock, in addition to smaller ships.

⁵ Sources: Southeast Alaska Transportation Plan, KJS Associates, Inc.; City of Haines Comprehensive Plan; City of Haines District Coastal Management Program.

Within Portage Cove, south of the City’s Port Chilkoot Dock, is a dock owned by Klukwan Incorporated and operated by Chilkats’ Portage Cove Development Company. It is 129 feet long and about 40 feet wide. The water depth is 24 feet below MLLW. The dock is primarily used for Klukwan, Inc.’s own day-boat operations, but they also accommodate all the Cruise West small cruise ships.

The City also operates the Letnikof Cove harbor, located four miles south of downtown Haines. Used primarily for sportfishing, the dock accommodates an average of 35 vessels during peak summer months. Letnikof Cove provides 500 lineal feet of moorage. The water depth varies from 45 to 20 feet depending on inside or outside berth space.

Highway Access

One of the few Southeast Alaska towns on a road system, Haines lies at the terminus of the Haines Highway. From Haines, the Haines Highway leads north into the Yukon, connecting to the Alaska Highway at Haines Junction. The scenic road has been designated as one of Alaska’s Scenic Byways. Despite recent improvements in the Chilkat Bald Eagle Preserve, the Haines Highway lacks adequate shoulders, bike paths, and pedestrian paths in some areas.

Driving distances from Haines to other cities in Alaska and the Yukon:

Skagway	360 miles
Haines Junction	150 miles
Whitehorse	251 miles
Tok	448 miles
Dawson City	498 miles
Fairbanks	653 miles
Anchorage	775 miles

Service

While there used to be regular bus service to Anchorage and Fairbanks, it has been discontinued. Currently the RC Shuttle runs only on an on-call basis.

Traffic

There has been a slow but steady decline in border crossings into the Haines Borough since the 1993 peak of 56,406. The declines are attributed to cuts in the statewide marketing program, disruptions in AMHS schedule and service, and a long-term slow decline in the North American “long-haul” personal vehicle market.

Table 10
Number of People Crossing US/Canadian Border
Into Haines Borough, 1991-2001

Year	Number of People
2001	46,098
2000	46,329
1999	48,997
1998	50,234
1997	51,495
1996	52,326
1995	55,148
1994	55,356
1993	56,406
1992	45,355
1991	51,605

Source: US Customs

Facilities

The Haines Highway is a 152-mile paved, two-lane road. There are US and Canadian Customs Stations, open from 7am to 11pm Alaska time. Between Haines and Haines Junction, there are two places to get gas: the 33-Mile Roadhouse and the Kathleen Lake Lodge. The road is open year-round.

Summary of Assets and Challenges

Haines is one of two communities in Southeast accessible by four modes of transportation: cruise, ferry, air and highway. The frequency of service by ferry, air and fast passenger shuttle vessels is good in the summer. Haines has four deep-water docks that accommodate large cruise ships and several downtown docks for small cruise ships and dayboats.

Haines benefits greatly from its location near the northern terminus of the Alaska Marine Highway System. However, the ferry system represents several constraints to visitors: it has a limited capacity that fills early; its embarkation and disembarkation times are often inconvenient; and it has a very limited winter schedule. These factors limit the modern travel market that is accustomed to quick, efficient and trouble-free service in all aspects of their trip. The ferry also limits Haines motorcoach and group tour business, due to schedule and reservation issues. In addition, the distance between town and the ferry terminal discourages through-passengers who may otherwise like to walk around town during layovers.

Haines enjoys a high frequency of airline service from Juneau. However, the small planes are not suitable in terms of comfort, perceived safety, or lift capacity for the large portion of the non-cruise market that uses air as their major access mode in Alaska. Additionally, weather can cause flight delays and cancellations.

In terms of highway access, the major travel corridor used by independent visitors – between the ferry terminal and the US border – lacks sufficient shoulders, bike paths, and pedestrian paths in many areas. The discontinuation of regular bus service represents a constraint to visitors traveling without a vehicle.

Haines' Marketing Budget

The City of Haines funds a Convention and Visitors Bureau with a 1% sales tax. Haines relies primarily on its CVB to advertise the area as a visitor destination. The total budget for Fiscal Year 2003 is estimated at \$265,000, about half of which is dedicated to visitor center personnel, utilities and building maintenance. The remaining expenditures fund the bureau's advertising, brochure and website production, and sales efforts.

Brochure printing and website upgrades, at \$30,000, represent about one quarter of the marketing budget for FY03. Other marketing efforts that specifically target independent visitors account for about 60 percent of the marketing budget. These include magazine and newspaper ads, a toll-free telephone line, and trade show attendance. The remaining 15 percent is split among regional marketing (to residents of Southeast Alaska and the Yukon), meeting/convention sales efforts, marketing to cruise lines, and marketing to package tour operators.

For the amount of visitation and particular markets Haines receives, its CVB budget is on the low end. For comparison, Skagway's CVB budget is \$263,000 for FY03; Sitka's is \$328,000 for FY03; Ketchikan's is \$760,000 for CY02; and Valdez' is over \$500,000 for CY02. It is important to point out that unlike most CVB's in Alaska, the Haines CVB is not a membership organization, nor is it funded by a local bed tax. These other bureaus are funded by a combination of bed tax revenues, membership dues, and a variety of advertising services such as display ads in brochures.

Haines' Image

Haines advertises itself as "The Valley of the Eagles," although this appears sporadically in marketing materials. Another phrase, found now on the CVB's main brochure and in website text, is "the Alaska of your dreams." While these phrases may resonate with some visitors, Haines does not have a very clear "image" or "message," as pointed out by many of the tourism executives interviewed. Compared to Skagway with its Gold Rush theme, or Sitka with its Russian heritage, Haines does not have the same strong identification with one particular image. One issue with the "Valley of the Eagles" phrase is that during the summer, when the vast majority of visitors arrive, there is not the abundance of eagles that visitors may expect to find from such a label. On the other hand, "Alaska of your dreams" does not refer to any specific Haines attributes – it could be referring to any community in the state. Several suggestions were made by interviewees for creating a new marketing message, including one billing Haines as "the natural alternative," and another suggesting an "adventure capital" theme.

Regional and Statewide Advertising

It is safe to assume that the stagnancy of Haines independent visitor traffic is due at least in part to the dip in statewide and regional advertising efforts over the last five years. While Alaska was once one of the biggest spenders on destination marketing compared to other states, its budget is now one of the smallest. In addition, the Southeast Alaska Tourism Council ran a \$500,000 marketing program that is now all but dissolved. Cooperative marketing efforts such as these are a perfect match for Haines. A small town cannot begin to afford nationwide campaigns – particularly those aimed at independent visitors, which must be won one visitor at a time. The Alaska Travel Industry Association is currently working to restore their marketing budget to \$10 million (a level lower than the statewide marketing budget in the early 90's). While ATIA's renewed efforts will help Haines, the bulk of the responsibility for attracting visitors to the area will rest with the Haines CVB.

Summary of Assets and Challenges

While it may seem that with its exceptional scenic beauty and variety of activities, Haines can “sell itself,” it actually faces a number of challenges on the advertising front. Tourism is first and foremost a marketing business, requiring sales communication with potential visitors and tour companies often thousands of miles away. Haines' biggest challenge is its limited budget – it needs to be as efficient as possible with the resources it has. Deciding to target a certain niche market, such as the adventure market, will certainly require additional funding. Advertising on a nationwide basis is simply a very expensive venture.

Another challenge for Haines is finding a strong marketing message that can appeal to multiple markets, accurately reflects the visitor experience, and is acceptable to the community. In addition, this message, or branding campaign, must be applied consistently: in brochures, on web-sites, in trade show booths, in print advertising, and among local tour operators.

In order to gauge Haines' attitude towards tourism, the study team conducted a telephone survey of 201 households. Trained surveyors used a random sample methodology, ensuring a statistically reliable sample of Haines residents. The survey asked respondents to state whether they favored increasing or decreasing various sectors of the economy, certain tourism-related activities, and tourism markets. It also asked residents how they feel impacted by tourism activity, and whether Haines should pursue certain potential projects. Following are key results from the survey. Results are accurate within a maximum margin of error of ± 7.1 percent.

Overall Economy

Most Haines residents surveyed favor a moderate rate of economic growth in their community. Only one out of twenty favor no growth.

Table 11
What rate of economic growth do you favor for Haines?

	% of Total
Rapid growth	20%
Moderate growth	55
Slow growth	19
No growth	5

Asked about specific industries, Haines residents generally favor either increasing or maintaining economic activity. They are most in favor of increasing fish processing, tourism, and commercial fishing (70 percent, 68 percent, and 64 percent, respectively). About half feel that mining and timber activity should be increased. Very few residents favor a decrease in these economic areas, although one out of four say that local government employment should be decreased (24 percent).

Tourism is seen by most as a possible growth industry, with only 5 percent saying tourism activity should be reduced. One out of four believe it should be maintained at current levels.

Table 12
For each of the following areas of the economy in Haines, do you think the level of growth should be reduced, maintained, or increased?

	Increased	Maintained	Reduced	Don't Know
Mining	48%	34%	6%	10%
Timber	47	35	10	6
Commercial fishing	64	30	2	2
Fish processing	70	24	1	4
Local government employment	17	53	24	5
State/federal government employment	32	49	13	4
Tourism	68	25	5	1

Support of Potential Projects

Haines residents are most in favor of pursuing waterfront walkways and parks, out of ten potential projects. A fish processing facility also generated strong support, with 79 percent of respondents saying this is “important” or “very important” to pursue. The least important potential projects are, according to Haines residents, a road connecting to Juneau and a downtown ferry terminal.

Table 13
In your opinion, how important or unimportant is it for Haines to pursue the following projects?

	Average 1-5*	Very important	Important	Neither	Unimportant	Very unimportant	DK
Waterfront walkways and parks	4.0	37%	37%	10%	13%	0%	1%
Fish processing facility	4.0	24	55	8	6	2	4
Cargo handling facility	3.9	26	42	10	12	2	8
Retirement center	3.9	29	40	12	14	1	3
Natural gas pipeline terminal	3.7	28	35	7	14	6	9
Performing arts school	3.7	23	44	8	16	4	4
Handicap trail development	3.7	27	39	13	14	3	2
Shell fish farming	3.0	10	31	14	20	14	9
Downtown ferry terminal	2.6	13	18	10	30	26	1
Road connecting to Juneau	2.4	19	11	7	16	44	1

*1=Very unimportant, 5=Very important. Respondents were not given numerical values; these were assigned for analytical purposes.

Tourism Markets and Activities

Haines residents tend to favor increases in *all* of the given tourism markets, with about three quarters saying they would like to see them grow and only 1 to 7 percent favoring decreases. The most popular growth markets are fall/winter visitors and ferry/highway visitors (84 percent and 82 percent favor increases, respectively). A strong majority also favor increasing the small cruise ship market (78 percent) and the meeting/conference market (77 percent).

Table 14
For each of the following tourism markets in Haines, do you think the level of growth should be reduced, maintained, or increased?

	Increased	Maintained	Reduced	Don't Know
Ferry/highway market	82%	17%	1%	0%
Adventure travel market	58	33	4	3
Fall/winter market	84	13	2	0
Cruise passenger market from Skagway	62	31	4	2
Haines small ship market	78	19	1	2
Haines large ship market	63	29	7	0
Meeting/small conference market	77	16	1	5
Events	72	26	1	0

While Haines residents strongly support increases in most tourism *markets*, they are not quite as enthusiastic about increases in certain visitor *activities*. Even so, only three activities earned more than a few “reduce” votes: helicopter flightseeing (20 percent favor reductions, though no helicopter flightseeing occurred in Haines in 2001); jet boat river tours (18 percent); and heli-skiing (12 percent).

Haines residents tend to be most in favor of growth in the following activities: Native cultural tours (70 percent), bicycle tours (64 percent), guided walks and hikes (59 percent), and guided horseback riding (59 percent).

Table 15
For each of the following tourism-related activities in Haines, do you think the level of activity should be reduced, maintained, or increased?

	Increased	Maintained	Reduced	Don't Know
Guided walks and hikes	59%	35%	3%	2%
Sport fishing	51	45	2	1
Kayak tours	46	46	4	4
River rafting	32	57	7	3
Native cultural tours	70	23	2	4
Helicopter flightseeing	42	37	20	1
Fixed wing flightseeing	41	49	8	1
Heli-skiing	56	28	12	4
Bicycle tours	64	32	1	3
Jet boat river tours	31	48	18	2
Downtown shuttle service	55	42	0	3
Guided horseback riding	59	30	3	6

Tourism Impacts

When asked about tourism activity by geographical area, Haines residents demonstrate both openness to growth, and a desire to stick with current activity levels in some areas. The harbor/waterfront, Port Chilkoot, and the Downtown areas were considered by most (65, 64, and 62 percent) to be possible growth areas. Respondents were split on whether Mud Bay, Lutak, and Klukwan should see future growth in visitor activity, or be maintained at current levels. Mud Bay and Lutak earned the most “reduce” votes at 13 percent and 10 percent, respectively.

Table 16
For each of the following areas of Haines, do you think the level of tourism activity should be reduced, maintained, or increased?

	Increased	Maintained	Reduced	Don't Know
Downtown	62%	34%	2%	1%
Port Chilkoot	64	31	1	4
Haines harbor/waterfront	65	32	1	2
Mud Bay	41	40	13	5
Lutak	40	46	10	4
Klukwan	39	41	5	15
Haines Highway	57	36	5	2

Nine of ten Haines residents (between 87 and 91 percent) experience little or no impacts from visitor-related congestion and noise. Those who are affected are most bothered by vehicle and foot traffic congestion. Less bothersome is aircraft and watercraft noise. Between 8 and 12 percent of Haines residents say their quality of life is affected “a lot” by these visitor impacts.

Table 17
For each of the following tourism-related impacts is your quality of life affected a little, a lot, or not at all?

	A lot	A little	Not at all	Don't Know
Vehicle congestion	10%	48%	42%	0%
Foot traffic congestion	10	38	52	0
Airplane noise	9	29	61	0
Helicopter noise	12	20	67	0
Watercraft noise	8	19	72	0

Haines Visitor Image

About half of Haines residents believe that Haines is best known for its natural beauty. One out of three say bald eagles, and another 12 percent think Haines is known for its divisiveness. Respondents gave a variety of other responses, none adding up to more than 10 percent.

Table 18
In your opinion, what visitor image is Haines best known for?
(Multiple responses allowed)

	% of Total
Natural beauty	52%
Bald eagles	34
Division of community	12
Friendliness	7
Small town	7
Native culture	7
Military history	6
Highway access	5
Wildlife	5
Tourism	4
Adventure/ecotours	4
Sport fishing	3
Snow machining	2
The Fair	2
Skiing/snowboarding	1
Dog sledding	1
Bike relay	1
Heli-skiing	1
Glacier Bay access	1
Other	17
Don't know	3

Household Employment

Haines residents mention three industries most often when asked which provide the most household income: retirement (26 percent), construction (23 percent), and tourism (21 percent). All other industries were mentioned by less than ten percent of respondents.

Table 19
What types of industries provide the most income in your household?
(Two responses allowed)

	% of Total
Retirement	26%
Construction/trade/crafts/printers	23
Tourism	21
Education	9
Retail	8
Commercial fishing	8
Local government	7
Finance, insurance, real estate	4
Health care	4
Professional services	4
State government	4
Fish processing	4
Transportation	3
Federal government	2
Consulting	1
Non-profit	1
Timer harvesting	1
Communication/utilities	1
Wholesale trade	1
Other	2
Refused	2

Three out of ten Haines residents report having at least one household member employed in the tourism industry. In these households, an average of 1.6 people are employed in the industry.

Table 20
Have you or any members of your household been employed in the Haines tourism industry at any time during the past year?
If so, how many?

	% of Total
No	70%
Yes	30
One	57
Two	30
Three or more	13
Average	1.6 people

Demographics

The average age of Haines respondents was 51 years, and the average household size 2.6 people. Average household income was \$48,000.

The demographic results from this survey closely match the results from a recent McDowell Group survey of Haines residents,⁶ increasing the level of confidence in the overall survey data. Average age was within 1.8 years; gender was within 2 percent; average household size was identical; and average income was within 6 percent.

Table 21
Demographics

Gender	% of Total
Male	45%
Female	55
Age	% of Total
18 to 24	3%
25 to 34	8
35 to 44	19
45 to 54	34
55 to 64	16
Over 65	19
Average age	51 years
Household Size	% of Total
One	20%
Two	41
Three	14
Four	17
Five	4
Six	1
Seven or more	2
Average household size	2.6 people
Household Income	% of Total
Under \$20,000	16%
\$20,001 to \$30,000	15
\$30,001 to \$40,000	15
\$40,001 to \$50,000	10
\$50,001 to \$75,000	17
\$75,001 to \$100,000	9
Over \$100,000	7
Average household income	\$48,000
Refused	8

Seven out of ten survey respondents live within the city limits, corresponding with recent census data. Because phone service is not available beyond the ferry terminal, an alternate method of surveying Lutak residents was devised. Respondents were contacted at work or an alternative telephone number to ensure a representative sample of the overall population was included in the survey.

⁶ Confidential client.

Table 22
Area of Residence

Area of Residence	% of Total
City of Haines	70%
Outside City of Haines	29
Refused	1

Summary of Assets and Challenges

In general, Haines residents are supportive of moderate economic growth. Residents recognize the soft local economic conditions and the need to provide income, employment and business opportunities for local residents. Haines residents most frequently rated fish processing, tourism and commercial fishing as areas of the economy they would like to see increased. The challenge for Haines is how best to grow the tourism industry while maintaining and improving quality of life for most citizens.

While Haines residents tend to be supportive of future growth in various tourism markets, there is some resistance to growth in certain activities and in certain areas. Fortunately, few Haines residents (between 8 and 12 percent) report feeling substantially affected by tourism impacts such as vehicle congestion, traffic congestion, and aircraft noise.

CHAPTER III: ***MARKET ASSESSMENT***

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Chapter III addresses each Haines visitor market individually. It identifies the approximate volume of each type of visitor, their economic impact to the community, how they fit in with Haines' visitor assets, associated infrastructure issues, and the potential for growth or decline in the market. The project team has identified the following markets for the purposes of this study:

- Large cruise ships
- Skagway cruise passengers
- Independent visitors
- Small cruise ships
- Regional visitors
- Special events
- Adventure travelers
- Fall/winter/spring visitors
- Package travelers
- Meetings and conferences

Note that some of these markets overlap with each other, such as "regional visitors" and "special events," or "package" and "adventure" travelers. "Independent visitors" encompass a broad range of travelers that are parts of many different markets. While some of these segments share characteristics, each requires a unique and targeted marketing strategy.

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Overview

Large cruise ships are defined as those who carry over 250 passengers. In 2002, two large ships will call on Haines per week, bringing an estimated 79,000 cruise passengers to Haines. With the exception of 2001, when only one large ship called in Haines, this market has been the largest segment of the Haines visitor industry in recent years.

Cruise passenger visitation to Haines grew from 16,000 passengers in 1992 to nearly 190,000 passengers in 2000. In 2001, the number of large cruise ship calls abruptly decreased from five ships to one ship, or slightly more than 40,000 passengers.

The size of the statewide large ship market is approximately 700,000 passengers. Haines currently hosts slightly more than 11 percent of the total market, down from 30 percent of the market in 2000. Continued growth is anticipated in Alaska for large cruise ships.

Match with Haines Assets

Haines is blessed with dramatic natural attractions. Tour offerings include scenic tours on local rivers and lakes; soft adventure experiences such as hikes, bicycle tours and kayaking; as well as cultural and historical tours. Local tour operators are capable of increasing passenger capacity by adding more departures or more assets, such as buses and boats.

Cruise passenger needs include public restrooms, telephones and sidewalks. Some passengers have difficulty walking the length of the Port Chilkoot Dock; a shuttle vehicle or golf-cart would be beneficial. Once on shore, passengers are interested in shopping, sightseeing and scenic views.

Haines retail shops located in Fort Seward and downtown are not readily apparent to cruise passengers. Strategic placement of sidewalks and landscaping will create an inviting pathway and direct visitors toward commercial areas in the community. Shuttles, walking tour maps and directional signs will improve the perception of hospitality as well as increase passenger expenditures.

Before 1995, large ships docking in Haines used the Lutak dock, adjacent to the ferry terminal. The alternative was to anchor the ship and transfer passengers via lightering boats. Passenger participation in shopping and sightseeing increased with expansion of the City's Port Chilkoot Dock, which allowed large cruise ships to dock directly in front of town. While current demand does not indicate a need for more than one downtown berth, the community should monitor opportunities such as capacity limitations in Skagway.

Some Haines residents responded to increased cruise passenger impacts by writing letters of complaint to cruise lines, picketing and distributing pamphlets to cruise

passengers when they docked in Haines. Additionally, residents created new taxes and fees on tour operations.

The *Haines Household Opinion Survey*, conducted in May 2002, revealed that 63 percent of Haines residents think that this market should be increased, 29 percent said maintained and seven percent preferred to reduce it.

Marketing to cruise lines primarily consists of sales calls to key cruise line personnel. Cruise lines representatives need to know about any new developments that will enhance their passengers' experience, increase their profitability or decrease the expense of a Haines port call. Sales efforts must convey a sincere and welcoming attitude from community residents.

Market Potential

To develop the cruise ship market, Haines representatives need to communicate that residents welcome ships and their passengers. In addition, Haines needs to enhance local infrastructure to accommodate cruise ship and passenger needs.

Haines competes with the nearby community of Skagway for large cruise ship traffic. Skagway is an extremely popular port for cruise passengers and a very profitable one due to the capacity and appeal of the tours. Nearly 80 percent of all passengers experience the *White Pass Scenic Railway*. In addition to the railroad, another two-dozen tours are sold in Skagway.

Large ship calls in Haines are usually scheduled in the evening, following a full day in Skagway. The Norwegian Wind and the Norwegian Sky will dock in Haines in 2002 from 6:30 pm until 11:00 pm. Passenger participation in tours and other expenditures is limited due to passenger fatigue and conflict with dining schedules.

In 2003, Holland America will bring the 1,266-passenger Ryndam into Haines for seven *full-day* calls as the cruise line is unable to dock in Skagway on those days. More than half of Ryndam's passengers are anticipated to tour Skagway. Skagway tours will be packaged with a round-trip fast ferry ride from Haines. Other cruise lines will be watching and evaluating the success of this "reverse" Skagway itinerary.

Very few large ships have docked in Haines during daytime hours. The large ships that have were motivated frequently by weather or capacity constraints. Large ship cruise lines hosted by Haines in the past twenty years include Norwegian Cruise Line, Royal Caribbean Cruise Line, Princess Cruises, Crystal Cruises, Royal Viking Line, World Explorer Cruises and Admiral Cruise Line. With the addition of Holland America in 2003, Haines will have exposure to nearly all major cruise lines operating in Alaska.

Haines is considered a "second tier port" in the Alaska market. Future market potential for large ships will be affected by port limitations in Skagway, growth in the overall Alaska market, the number of Glacier Bay permits, and growth in the size of individual ships, and the capacity and speed of transportation between Haines and Skagway. Additionally, tourism representatives from Sitka, Wrangell, and several "private island" developers have been pursuing cruise line visitation.

Haines is not yet considered an automatic alternative to Skagway. When cruise lines re-deployed ships in Alaska following September 11, a major cruise line elected to

call several times in Sitka when space was not available in Skagway. Despite having to be at anchor, the cruise line was more confident in Sitka's ability to deliver an excellent experience to passengers.

Impacts

As recent cruise ship passenger volume increased, Haines residents were impacted by increased vehicle and foot traffic congestion in the Fort Seward and downtown areas. Additionally, Haines tour operators increased the variety, frequency and location of tour offerings. Impacts on residents included vehicle traffic, noise and commercial use of recreational areas. Community residents also expressed concern about cruise ship emissions into the air and water.

McDowell Group estimated that passengers spent an average of \$55/person in 1999, for a cumulative total of \$8,785,000.⁷ Expenditures by cruise lines and crew added another \$1,464,225 into the local economy, for a total of \$10,249,225. Expenditure estimates were based on a total of 159,734 passengers docking in Haines and expenditure data from the 1993 Alaska Visitor Statistics Profile.

Haines cruise passenger expenditures have been lower than passenger expenditures in other ports due to the later docking times and fewer shopping opportunities. Per passenger spending in 1999 for Juneau was \$125, Ketchikan was \$95, Sitka was \$70 and Haines was \$55.⁸ Skagway per-passenger spending was estimated a \$123 in a project conducted in 1999 by Southeast Strategies and Dean Runyan Associates.⁹

⁷ *Economic Impact of the Cruise Industry in Southeast Alaska*, McDowell Group, Prepared for Southeast Conference, October 2000.

⁸ McDowell 2000.

⁹ *Skagway Economic Impact Study*, Southeast Strategies and Dean Runyan Associates, Prepared for the City of Skagway, February 2000.

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SKAGWAY CRUISE PASSENGERS

Overview

In 2002, nearly 50,000 Skagway cruise passengers will experience Haines as a day-tour from their ship. Skagway cruise passengers are the third largest segment of Haines' visitor industry. The majority of these visitors will have purchased a tour package from their cruise ship. A small percentage of adventurous Skagway cruise passengers purchase the ferry ride on their own.

Tour packages include the ferry transfer between Skagway and Haines. Tour options include kayaking, river rafting, hiking, jet boat tours as well as several historical and cultural tours.

Match with Haines Assets

The volume of Skagway cruise passenger visitation to Haines increased due to overall increases in the number of ships calling in Skagway as well as the use of privately owned fast-ferries. Previously, Haines tours were packaged with a Glacier Bay flight. The ferry offered increased capacity, lower transportation costs and less chance of weather cancellations.

Accommodations needed for this market include public restrooms and telephones near the waterfront. Enhancements to the community such as sidewalks, landscaping, scenic overlooks and signage will enhance passengers' experience.

Sixty-two percent of Haines residents said they would like this market to increase while 31 percent would like to see it maintained at the current level.

Market Potential

The market potential is affected by the number of ships calling in Skagway, the appeal of Haines tour offerings as well as the price and capacity of transportation between the two towns.

As with other cruise ship passengers, customer satisfaction is a primary consideration for cruise lines when selecting tours for inclusion in their shore excursion programs. In addition to the overall quality and perceived value of the tour, this market is dependent on maintaining a welcome and friendly atmosphere.

Because tours depart from Skagway, some passengers may not realize that they are traveling to another community. Haines has an opportunity to attract future overnight visitors and referrals by creating a stronger impression on this market.

Impacts

Skagway cruise passenger impacts are similar to the impacts of cruise ships docking in Haines including increased commercial use of recreation areas and additional tour vehicle congestion. Because Haines tours are operated on a fairly tight time schedule, these passengers have less opportunity to tour Haines on foot. Haines merchants would like increased time and exposure to local shops built into the tour itineraries.

Cruise ship passengers from Skagway spent an estimated \$4.2 million in Haines in 2001, primarily for tour packages. This expenditure estimate is based on 40,000 passengers, and includes the small percentage of Skagway cruise passengers who visited Haines via the dayboat, but had not pre-purchased a Haines tour package.

Overview

The independent market is defined as visitors who make their own major trip arrangements such as transportation, accommodations and tours (in contrast to visitors who purchased a tour package consisting of these major components). These visitors usually travel to Haines via highway or ferry. Haines attracts a small number of independent visitors who travel via airplane as well as a few traveling in a private yacht. Independent travelers are the second largest segment of Haines' overall visitor industry.

Haines has experienced a steady decline in the number of ferry disembarkations and highway arrivals in the past decade. Current estimates about Haines independent market size range from 50,000 to 60,000 visitors. These figures include all visitors traveling through Haines—not just those who spend a night.

Approximately 10 percent of the statewide independent market visits Haines, estimated by McDowell Group to be 500,000 visitors.

Match with Haines Assets

Independent visitors enjoy the relaxed pace and natural beauty of Haines. Experiences such as fishing, hiking and scenic views of rivers and glaciers can be enjoyed with minimal expense or effort.

Haines has a wide array of accommodations for the independent traveler ranging from tent and RV campgrounds, hostels, B & B's, hotels and remote lodges. Haines shopping, dining, pay telephones and medical services meet the needs of most travelers. The recent downturn in independent traffic has resulted in some inconsistencies in weekend and evening availability for amenities like showers, propane, fuel, car washes and RV dump facilities.

Haines' location near the top of the Inside Passage makes it an ideal location for touring Alaska and the Yukon by a combination of ferry and highway travel. Additional access is available to Haines from neighboring communities via small plane and dayboat.

Eighty-two percent of Haines residents think the number of highway and ferry travelers should be increased, according to *Haines Household Opinion Survey* results. Seventeen percent of residents said that the current level should be maintained.

While the independent market can yield a large volume of travelers, it requires a larger community marketing commitment to communicate with potential travelers.

Market Potential

The independent travel market in Alaska has been challenged by a reduction in state and regional marketing dollars. The increasing appeal and affordability of cruising has also attracted some visitors that might not consider cruising in other destinations.

Haines visitor traffic has been significantly affected by variations in the Marine Highway's schedule, modest marketing efforts and occasional mechanical problems. At the same time, independent travel patterns have shifted away from driving the Alaska Highway to increased travel by air.

Despite these factors, the overall independent market has remained stable and some communities have increased their arrival numbers through local marketing efforts and increased tourism infrastructure.

Haines' proximity to Glacier Bay National Park, Kluane National Park, Skagway and the Yukon creates joint marketing opportunities with regional marketing organizations. In recent years, the Yukon has significantly increased the number of RV rentals for international travelers. The Yukon has also aggressively marketed the campaign "On Yukon Time," which encourages visitors to increase their stay.

Impacts

Haines residents generally find independent visitors a favorable market. Independent traveler impacts include some vehicle congestion in the downtown and harbor area. Additional impacts include vehicle parking along roadsides and in scenic pullouts.

Independent visitors' length of stay in Haines varies widely from multiple-day visits to a brief drive through town. Unfortunately, there is not any more recent survey research on Haines visitor expenditures than AVSP III, conducted in 1993 by McDowell Group for the State of Alaska. Independent visitors spent an average of \$51/per person, per trip in Haines, for a total \$3.4 million. Overall highway and ferry traffic has decreased by nearly 20 percent since 1993. After accounting for declining visitation, inflation and some price increases, the total current economic impact is estimated at \$3 million.

Overview

Small cruise ships are defined as ships carrying up to 250 passengers. Currently, approximately 15,000 cruisers experience Southeast Alaska on small ships. While the small ship market has grown, the limited marketing power of these lines prevents the rapid growth experienced by the large ships.

In 2001, Haines captured a third of the Alaska small ship market with approximately 5,500 passengers.

In 2002, Haines' market share grew to a capacity of 7,000, despite the fact that Glacier Bay Cruises and Cruise West each reduced their Alaska fleet by one vessel. Small cruise ship operators currently calling in Haines include Alaska Sightseeing and Clipper Cruise Line.

Match with Haines Assets

Small ship passengers like the less developed nature of the community. The duration of port calls ranges from four to seven hours, frequently scheduled as a half-day in Skagway and a half-day in Haines. Passengers seek the types of tours offered in Haines such as nature hikes, historical sightseeing and river rafting. Attractions such as the American Bald Eagle Foundation and Fort Seward are of interest to this market.

Small ship passengers rate their Haines experiences well according to the cruise lines. Adequate docking infrastructure exists and per ship volumes are modest and easily handled by existing public facilities and tour operators.

The community survey reveals a high preference for increasing the small ship market (73% favor).

Market Potential

The potential for growth in Haines' small ship market is favorable, but will yield a small increase in visitor arrivals. Small ship traffic to Alaska (though currently quite small at about 15,000 passengers) will likely continue its pattern of modest growth, and Haines is well-matched to the itineraries and tastes of this market. World-wide, small ship cruising has experienced growth despite the large cruise lines' marketing power.

In 2003, a new 250-passenger stern-wheeler will enter the market. Two lines that reduced their fleet in 2002 will probably resume business.

Impacts

Physical and social impacts of the small ship market are modest vehicle and pedestrian traffic. In the future, even a doubling of this market could be easily absorbed by local infrastructure and physical area of Haines.

While small ships usually dock earlier than large ships, their day is typically split between Haines and Skagway. As a result, passenger participation in tours and shopping is limited by time and energy.

The McDowell Group estimates that the small ship market will contribute between \$350,000 and \$400,000 to the Haines economy in 2002 as a result of docking fees, tour participation and shopping.

Overview

This market is defined as residents from the nearby Southeast communities and the Yukon. Haines has the potential to draw visitors from the approximately 70,000 residents in these areas. Regional visitors are also a primary market for special events and fall/winter/spring travel, discussed in separate sections.

Match with Haines Assets

Access to recreational opportunities is a primary motive for many regional visitors. Yukon visitors tend to be attracted to sportfishing and other coastal activities. Juneau residents are attracted to the small town atmosphere, recreational opportunities such as biking and cross-country skiing, and highway access into the Yukon and Interior Alaska.

Market Potential

The market potential is excellent with approximately 55,000 residents within a few-hour radius of Haines. This market has the potential for frequent repeat visits as well as year-round visitation.

Haines recently targeted Yukon and Juneau residents with a marketing campaign. A potential limitation is the weakness of the Canadian dollar, compared to the US dollar.

Impacts

Expenditures include retail, dining and accommodations as well as provisions such as gas and food. This market is less likely to purchase tours than other markets. Regional visitors occasionally convert into part-time and full-time Haines residents through the purchase of land, cabins and homes.

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Overview

Haines residents have developed a wide array of special events throughout the year. Haines annual events include the Alcan 200 snow machine race, ACTFEST, Homebrew and Craft Beer Festival, Kluane to Chilkat Bike Relay, Southeast Alaska State Fair, , Bald Eagle Festival, Dick Hotch Basketball Tournament and other sports events, and the Salmon Derby. Anniversary events such as the Fort Seward Centennial present opportunities to attract new visitors and celebrate Haines history.

While these events primarily attract participants from neighboring communities, some are gaining participation from other areas. Special events are estimated to attract approximately 5,000 to 7,000 visitors annually.

Match with Haines Assets

Access via ferry, dayboat and highway usually is sufficient to meet demand. Special events participants frequently shop, dine and explore while in Haines.

Participation in most events requires a minimum of one overnight in Haines, increasing the potential economic impact from this market substantially. Some special events have exceeded the available number hotel rooms, especially those events conducted during peak summer months. Haines residents have responded by opening their homes to visitors in some situations.

Events require significant volunteer efforts by the Haines residents to plan, promote and coordinate events. It can be difficult to sustain the energy and volunteer labor required to continue events.

Seventy-two percent of Haines residents supported increasing special events.

Market Potential

The market potential is limited only by the creativity and energy of event organizers. Some events may be able to increase the number of days or venues, thereby increasing overall participation.

Event organizers and Haines Visitors Bureau are often very successful at gaining national media attention for Haines and special events. Magazines and newspapers often feature Haines activities in their event calendars. In addition, the events provide excellent material for feature articles and photos.

Special events also enhance Haines' appeal to independent visitors. Many potential visitors request information about what is happening while they are in the Haines area.

Impacts

Events such as the Bike Relay and Alcan 200 cause highway congestion and brief highway closures. Other impacts are minimal. Haines residents have not expressed concern about impacts from special events.

Economic impacts are estimated to be \$450,000 to \$600,000, due to the need for overnight accommodations and the likelihood of additional expenditures such as dining and shopping.

Overview

Adventure travelers are defined as physically active visitors who experience outdoor recreation as a major component of their trip. Examples include kayaking, river rafting, hiking, rock climbing, backpacking, bicycling and canoeing. The adventure market does not include cruise passengers, despite their participation in soft-adventure tours. The size of the adventure market in Haines is estimated to be between 2,000 and 4,000 visitors, including package and independent adventure travel.

Match with Haines Assets

Outdoor recreation opportunities are available as guided tours and accessible for independent adventurers. Existing adventure packages include multi-day mountaineering trips, raft trips on the Tatshenshini and Alsek rivers, and custom bike and kayak tours. Package adventure travel ranges from premium-rate companies to more budget-oriented tour companies. Haines offers accommodations in a wide variety of price ranges.

Adventure travelers seeking multi-day backpacking trips will have difficulty finding campsites and developed trails to accommodate them. Another constraint on the adventure market is in the multi-day kayak segment. Lynn Canal, though spectacular, offers few camping opportunities for kayakers seeking more than a one or two-night adventure. The unpredictable weather presents another limitation. For these reasons, some tour operators choose other Southeast destinations over Haines when developing their multi-day tour products.

Adventure travelers use a wide range of overnight accommodations, from campgrounds to hotels. Adventure travelers access Haines by airplane, ferry and highway.

In our survey of local residents, a majority of households supported increasing this market (58 percent), while one third (33 percent) supported maintaining current levels. Only 4 percent believed it should be reduced.

Market Potential

Worldwide, the adventure travel market has been a growing segment of the visitor industry. Statewide marketing campaigns have promoted Alaska's adventure opportunities through targeted advertising placements and feature travel articles. While Alaska offers outstanding recreational opportunities, some of the potential adventure market may be eliminated due to the higher price and longer time required when comparing Alaska to competing adventure destinations.

The adventure opportunities are extensive, and the terrain so spectacular, that one local operator suggested Haines market itself as the "adventure capital of Southeast

Alaska.” Haines’ has great potential to market itself as a destination for the popular “multi-sport” adventure packages. Additionally, the highway, mountain passes and ice-fields leading into Canada and Glacier Bay National Park provide outstanding opportunities for adventure travel by bicycle, hiking and mountaineering.

Expansion of the adventure market may be most cost-effectively accomplished by targeting outfitters and guides. An array of companies based in Alaska, Canada and the West Coast offer Alaska adventure and soft-adventure packages that might find Haines an appealing destination. As private businesses use a variety of marketing techniques to sell their packages, independent adventure travelers will be drawn to the area.

Impacts

The adventure market tends to experience more remote areas and travel in small groups. As a result, the impact within the community on local residents is typically minimal. Conversely, because the adventure traveler is experiencing more remote and wild areas, there may be some resident concern about impacts from camping, fires, impacts on wildlife and trail use.

Economic impact estimates for this market are between \$150,000 and \$300,000.

Overview

The fall/winter/spring visitor market travels to Haines between October and April. Several fall/winter/spring activities draw them to Haines such as viewing bald eagles, snowboarding, heli-skiing, cross-county skiing, snow machining and viewing spring bird migrations. Market size is estimated between 1,500 and 2,000 visitors.

Extreme ski and snowboarding tends to draw national and international visitors, while the rest of the market is generally drawn from regional residents (the Yukon and Southeast Alaska).

Match with Haines Assets

This market rarely finds lodging shortages during this time of year. Other services such as tours, transportation, dining and shopping are typically available, since many Haines businesses are open year-round. Recent improvements to trails, signage and parking along the Haines Highway have enhanced the bald eagle viewing experience and safety.

The winter ferry schedule can be limiting for Haines, with reduced ferry service and variable arrival/departure times. The Alaska Marine Highway tries to accommodate late October and November eagle viewing by scheduling arrival, but is not always able to. Daily, scheduled air service is available, but is subject to available light and weather conditions.

In the McDowell Group's survey of Haines residents, the fall/winter market was the most popular future growth market, with 84 percent of surveyed households favoring increases. Only 2 percent favored a decrease in fall/winter visitation. However, fewer residents (56 percent) supported an increase in heli-skiing activity.

Market Potential

The heli-skiing market, though small, has some potential for growth. Recent attention in print and visual media will enhance Haines' reputation as a winter and spring destination.

The regional market represents growth potential as well. Yukon visitors are attracted to the milder climate, earlier spring and sportfishing opportunities. In contrast, Haines offers a predictable winter climate for Juneau residents seeking snow machining and skiing. Residents in both communities welcome affordable, short getaways.

In addition, eagle-viewing tours could be marketed more aggressively to organizations such as churches, schools and clubs. Depending on factors such as travel schedules and available budget, the experience can be packaged as either a single day or multiple-day trip.

Impacts

Haines residents have expressed concern over helicopter noise. Other fall and winter activities have generated little concern.

Some fall and winter visitors have multiple-day stays where other visitors tour the bald eagle preserve in an afternoon and depart via ferry. Economic impacts are estimated between \$150,000 and \$200,000.

Overview

Package travel is defined as visitors who purchased most components of their trip (such as transportation, lodging and activities) in one set price. Travel packages can be sold on a group or individual basis. Examples of travel packages include: Alaska Airlines vacation packages, a multiple-day fishing lodge package or a motorcoach tour of Alaska and the Yukon.

The adventure and cruise segments of the package travel market are addressed in separate sections of this report because the passenger volume, physical and economic impacts, and required marketing tactics vary significantly between sectors of the package travel market.

Package travel to Haines is estimated between 1,500 and 2,000 visitors annually. Haines travel packages consist primarily of motorcoach tours. This market also includes a small number of package golf and fishing resort visitors and guided non-resident hunters.

Match with Haines Assets

Motorcoach tours tend to stay in Haines one night, although a few companies stay for two nights. The lodging facilities for motorcoach tours visiting Haines are adequate for the current level of demand, which is usually one or two motorcoaches at one time. In previous years, more motorcoaches frequented Haines.

A local hotel owner reported that both clients and operators appear very pleased with Haines and often wish they could spend more time there. A motorcoach tour executive that used to visit Haines agreed that the town and its activities were popular among his clients.

An important limitation to the motorcoach market is the ferry schedule. Tour operators often have to set their itineraries before the schedule comes out. In addition, there are sometimes mid-season schedule changes that can result in the cancellation of an entire trip. The motorcoach tour executive said that his company would have continued to visit Haines were it not for these two drawbacks.

Market Potential

On a statewide level, Alaskan communities and tour operators have developed more variety and sophistication in package tour itineraries. Options include “fly-drive” packages and as well as increased use of flight, railroad and dayboat segments.

The motorcoach tours currently calling in Haines attract a predominantly European clientele. Travel decreased in response to the events of September 11. Future potential for this market segment will depend on the rate of recovery in European markets.

Market development requires communication with tour operators who are willing to package and promote Haines. Increased dayboat capacity and speed between Haines, Skagway, Juneau and Gustavus presents an opportunity for new travel itineraries. Capacity for tour groups will increase with the remodel of the Halsingland Hotel.

Impacts

Most group travelers that are on motorcoach tours stay in Haines for only one night. However, they usually are given enough time in Haines for a tour, as well as dining and shopping. Total impacts from the motorcoach market are estimated between \$100,000 and \$150,000.

Overview

Haines has historically attracted one to three small meetings and conferences annually. Total non-resident attendance can vary from 50 to 200 people.

Match with Haines Assets

Haines is constrained on many levels in terms of attracting conventions. Access is a major issue, since travel to Haines requires additional time and cost for delegates. In addition, travel in small airplanes is subject to delays from the logistics of moving a group at once as well as potential weather delays.

Two meeting venues, the Chilkat Center for the Arts and the American Bald Eagle Foundation, are adequate for small to medium sized groups. The American Legion has also been used for past meetings and banquets. Some meetings prefer having meals, trade shows, general sessions and break-out seminars all in one location. The current venues are not large enough to house these events all at once.

Haines offers approximately 140 hotel and motel rooms. Another 40-50 rooms are available when including various B & B's and cabins. Some meeting planners prefer housing their attendees in one location and a minimal distance from the meeting facility; only three Haines properties have 20 or more rooms. Additional planning considerations include transportation within the community, catering and occasional need for entertainment, reception venues and tours.

Local residents feel it is an important market to pursue – 77 percent of surveyed households supported an increase in this market.

Market Potential

Despite the limitations, a small number of meetings and conferences come to Haines. The most logical meetings to pursue are those that have a special interest or connection to Haines. Examples including an upcoming Alaska Museums conference, fraternal organizations with active local chapters, and small boards and commissions.

Impacts

Similar to special events, meetings and conferences often require a commitment from the local community to help with meeting planning. Depending on the organization, this commitment can vary from providing contact information to handling all logistical details.

The meeting and conference market, though small, can provide a boost to the economy between October and April. Economic impacts are estimated between \$10,000 and \$60,000 annually. Expenditures are generally centered in the lodging and dining sectors, although retail and tour operators can also benefit.

CHAPTER IV: ***VISITOR-RELATED IMPACTS***

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Chapter IV addresses impacts related to visitor activities in Haines. As tourism activities increase, there is a correlating impact on public land and coastal resources. The *Haines Tourism Management Plan* was funded by a grant from the State of Alaska, Dept. of Community and Economic Development, Alaska Coastal Management Program. A requirement of the grant was to “consider impacts of tourism activities on coastal and other areas and identify mitigation measures.” As specified in the grant, the resulting recommendations should provide access to coastal areas by both residents and visitors, provide economic development opportunities *and* retain the character of each area.

The project team identified eight major areas of Haines, then examined visitor activities, volumes, and impacts in each area. Information has been compiled from interviews with community planners, tourism business owners, government officials, land management officials, notes from the Haines Tourism Steering Committee meetings, and the *Haines Household Opinion Survey*. Recommendations to manage and mitigate visitor impacts are addressed in Chapter V, the Tourism Management Action Plan. The following areas are addressed:

- Downtown/Fort Seward
- Portage Cove/Haines Harbor
- Haines Highway
- Chilkat River and surrounding area
- Klukwan/Porcupine/Chilkat Lake
- Chilkat Peninsula/Glacier Point
- Lutak
- Chilkoot Lake/Chilkoot River
- Package travelers
- Meetings and conferences

Recent planning documents also address tourism activity. The project team reviewed the documents associated with these efforts to understand Haines residents’ issues and plans with regard to tourism development. A brief summary of the following documents is included in this chapter.

- *Plan for Public Use and Access in the City of Haines*, prepared by Sheinberg Associates for the City of Haines, June 2001
- *Comprehensive Plan*, City of Haines, March 2000
- *District Coastal Management Program*, Prepared by David Y. Nanney, Jr. for the City of Haines, November 1993 (amended November 2000)
- *Tourism Planning Committee*, City of Haines.

Consolidation of the City of Haines and the Haines Borough will raise the question of Coastal Zone Management jurisdictional boundaries for the new municipality. The HCMP boundaries are currently those of the present City of Haines; the third-class Borough of Haines does not exercise those same powers. The community must determine if the current HCMP zone should be expanded or continue to allow the State of Alaska to administer oversight in the outlying areas.

Recommended amendments to the Haines District Coastal Management Program are scheduled for December 2002. Recommended changes resulting from development of the *Haines Tourism Management Plan* are outlined in a separate addendum.

ACTIVITIES AND IMPACTS BY AREA

Downtown/Fort Seward

Downtown and Fort Seward are core areas for visitors to Haines. This is where people shop, visit museums and galleries, take city tours (by foot, horse-drawn carriage, bicycle, and vehicle), dine, and simply stroll around. It is also a central accommodation area, with a variety of B&B's, campgrounds, and hotels/motels. It can be assumed that most of Haines 200,000 visitors annually transit the downtown core. A large percentage of all visitors also experience Fort Seward because large ships, small ships and ferries dock at Portage Cove.

Impacts include vehicle and foot traffic, and visitor-related traffic in residential areas. The areas are zoned for both residential and commercial development.

Despite the multiple demands in this area, 62 percent of Haines residents stated that tourism should be increased in downtown, 34 percent stated maintained and 2 percent said reduced. Residents responded in a similar fashion about the Fort Seward area with 64 percent stating that tourism should be increased, 31 percent said reduced and 1 percent said reduced. Sixty-five percent of Haines residents stated that the level of tourism activity should be increased at the Haines harbor/waterfront, 32 percent said maintained and 1 percent said reduced.

When asked about downtown shuttle service, 55 percent of Haines residents stated that it should be increased and 42 percent said maintained. Sixty-four percent of Haines residents stated that bicycle tours should be increased, 32 percent said maintained and 1 percent said reduced. Guided walks and hikes (some of which take place in the downtown and fort areas) were also viewed as having room for growth, with 59 percent of residents stating increase the level of activity; 35 percent said reduce and 3 percent said reduce.

Management agencies for the area include the City of Haines, the Borough of Haines, and the Alaska Department of Transportation and Public Facilities.

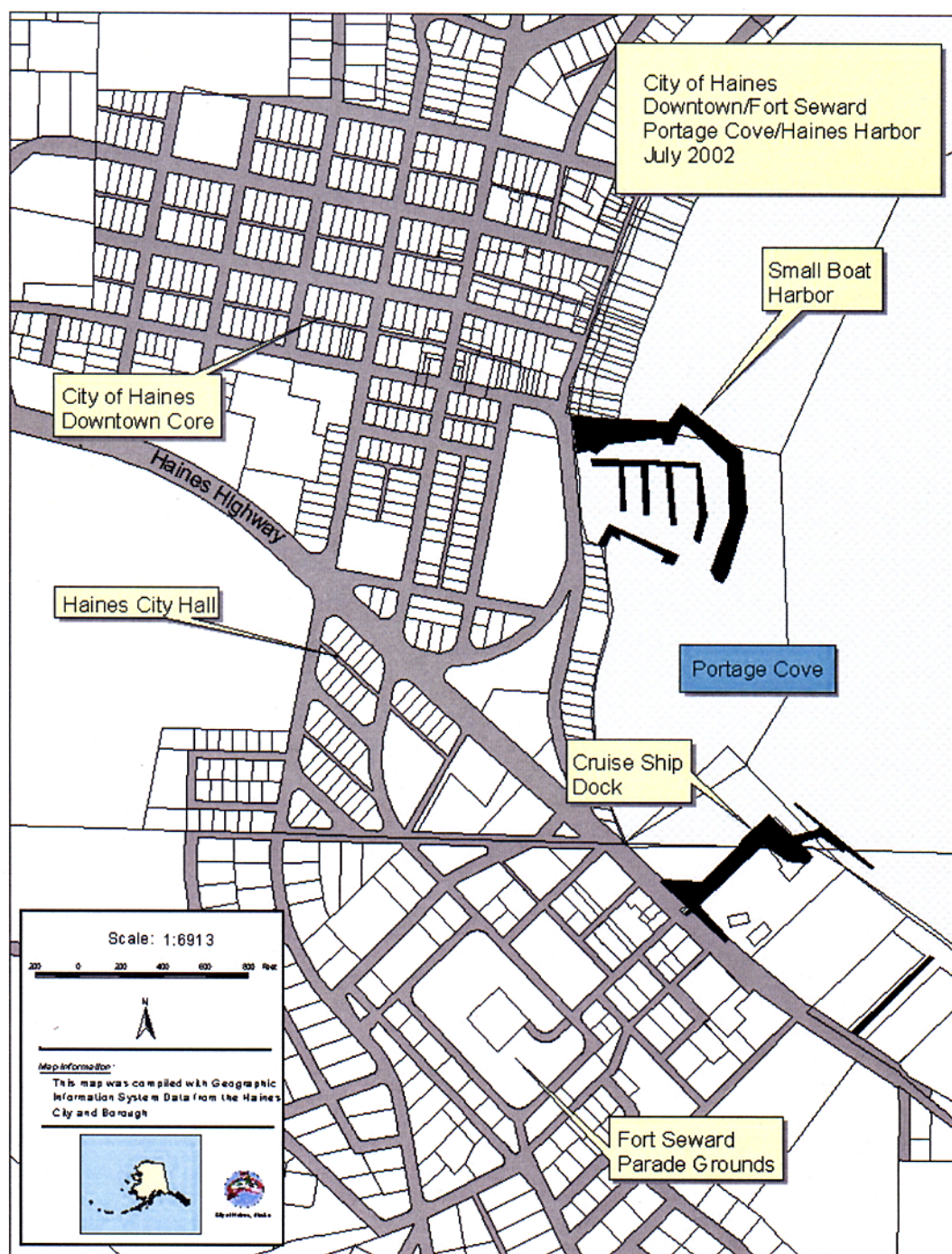
Portage Cove/Haines Harbor

The Portage Cove/Haines Harbor area sees a high volume of visitor traffic, particularly on days when large cruise ships are in port. The total cruise ship volume for 2002 will be about 87,000 passengers, including large and small ships. The harbor area also accommodates the day-ferry traffic from Juneau and Skagway, which totaled over 40,000 passengers in 2001. Charter fishing activity also creates a small amount of additional traffic in the harbor area.

Impacts related to the waterfront area include vehicle and foot traffic, and a shortage of parking for visitor and resident vehicles. Resident use of the beaches is limited when large ships are in port.

While some noise is associated with vessel and waterfront activity, 72 percent of Haines residents were not affected at all by watercraft noise. Sixty-five percent of Haines residents stated that the level of tourism activity should be increased at the Haines harbor/waterfront, 32 percent said maintained and 1 percent said reduced.

The management agency for downtown and Fort Seward is primarily the City of Haines.



Haines Highway

The Haines Highway is used by just about every Haines visitor with a vehicle, as well as tour participants who travel along the highway en route to their activity. Tours using the highway include Chilkat River jet boat and river-rafting, snow machining, hunting, and visitors to the Chilkat Bald Eagle Preserve. Heli-skiing operations are located at 33-mile. There are also several low-volume campgrounds/RV parks along the Haines Highway. Visitor volume is estimated at 100,000 when considering the wide array of activities and markets that travel the highway.

The Haines Highway is a heavily traveled corridor, used frequently by buses, private vehicles, bicyclists, and residents. While recently constructed pull-outs and restrooms have alleviated some congestion, the majority of the highway lacks adequate shoulders, walking/bike paths, or pullouts. The highway is lightly populated with residences to the US/Canadian border.

When asked about the Haines Highway, 57 percent of residents stated that the level of tourism activity should be increased, 36 percent said maintained and 5 percent said reduced. Noise from heli-skiing activity has been a concern to some Haines residents since the operation began, and in the household survey, 12 percent said they would like to see this activity reduced.

Management agencies for the area include Haines Borough, Alaska Department of Transportation and Public Facilities, Alaska Department of Natural Resources/Division of State Parks and FAA.

Chilkat River and Surrounding Area

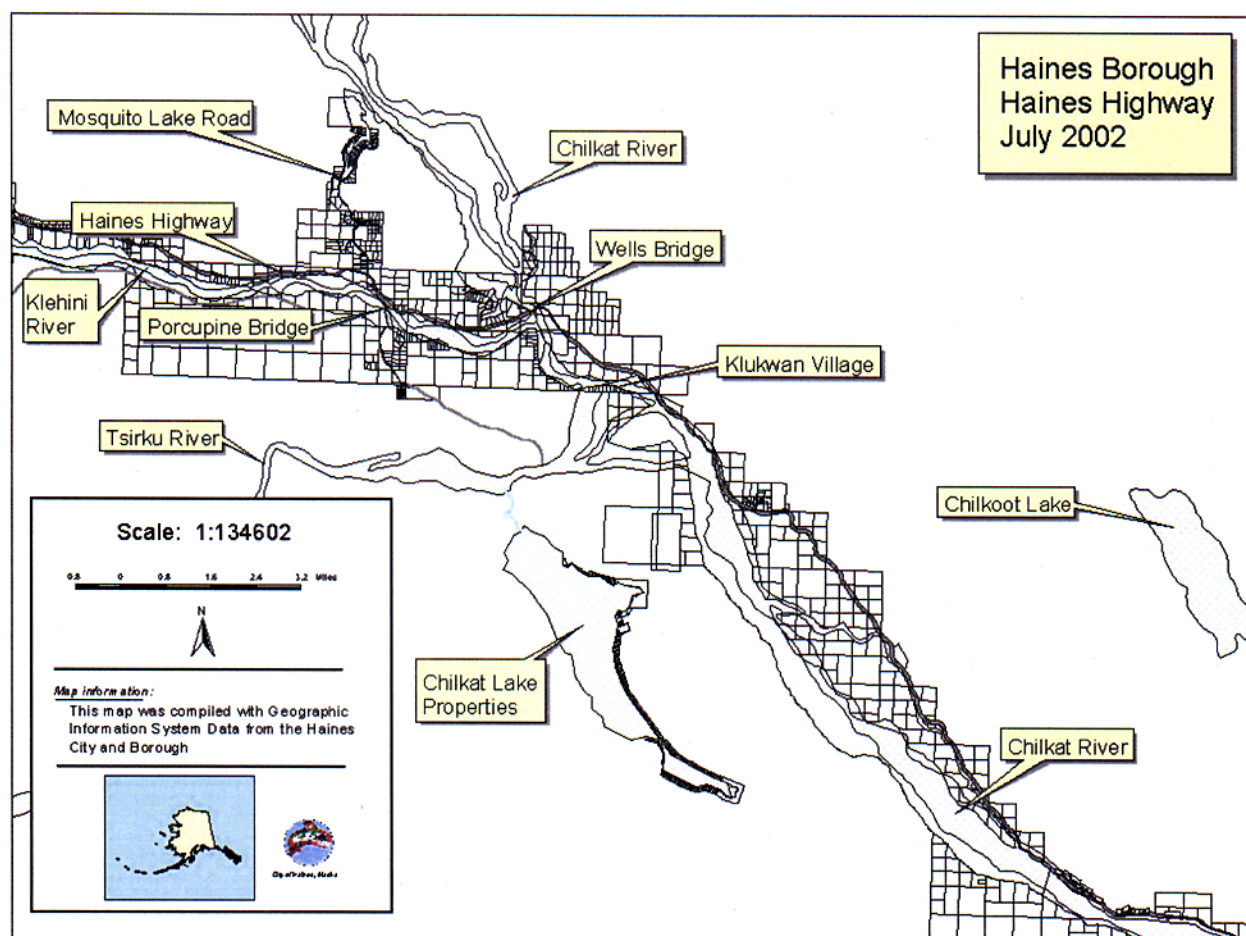
Several outfitters run tours on the Chilkat River. Jet boat tour volume is estimated at 11,000 passengers in 2001, while river-rafting is estimated at 15,000 visitors.

Some concerns have been expressed over jet boat impacts on wildlife and habitat. Bank erosion is a concern in the raft take-out area at 14-mile Haines Highway. Some congestion can occur at peak raft launch times, since the area is also utilized by local residents accessing Chilkat Lake by jet boat. There are several residences located on the Chilkat River at Klukwan, but tour activity is not typically near homes.

When asked about river-rafting, 32 percent of Haines residents thought the level of activity should be increased; 57 percent said maintained and 7 percent said reduced. When asked about jet boat tours, 31 percent of Haines residents thought the level should be increased, 48 percent said maintained and 18 percent said reduced.

In the household survey, residents were not specifically asked about the Chilkat River. However, when asked about levels of activity on the Haines Highway, 57 percent believed that the level of tourism activity could be increased; 36 percent said maintained and 5 percent said reduced. Thirty-nine percent stated that the level of tourism activity in Klukwan should be increased, 41 percent said maintained, 5 percent said reduced and 15 percent said they didn't know.

Management agencies for the area include Haines Borough, Alaska Department of Transportation and Public Facilities, Alaska Department of Natural Resources/Division of State Parks, Alaska Department of Fish and Game.



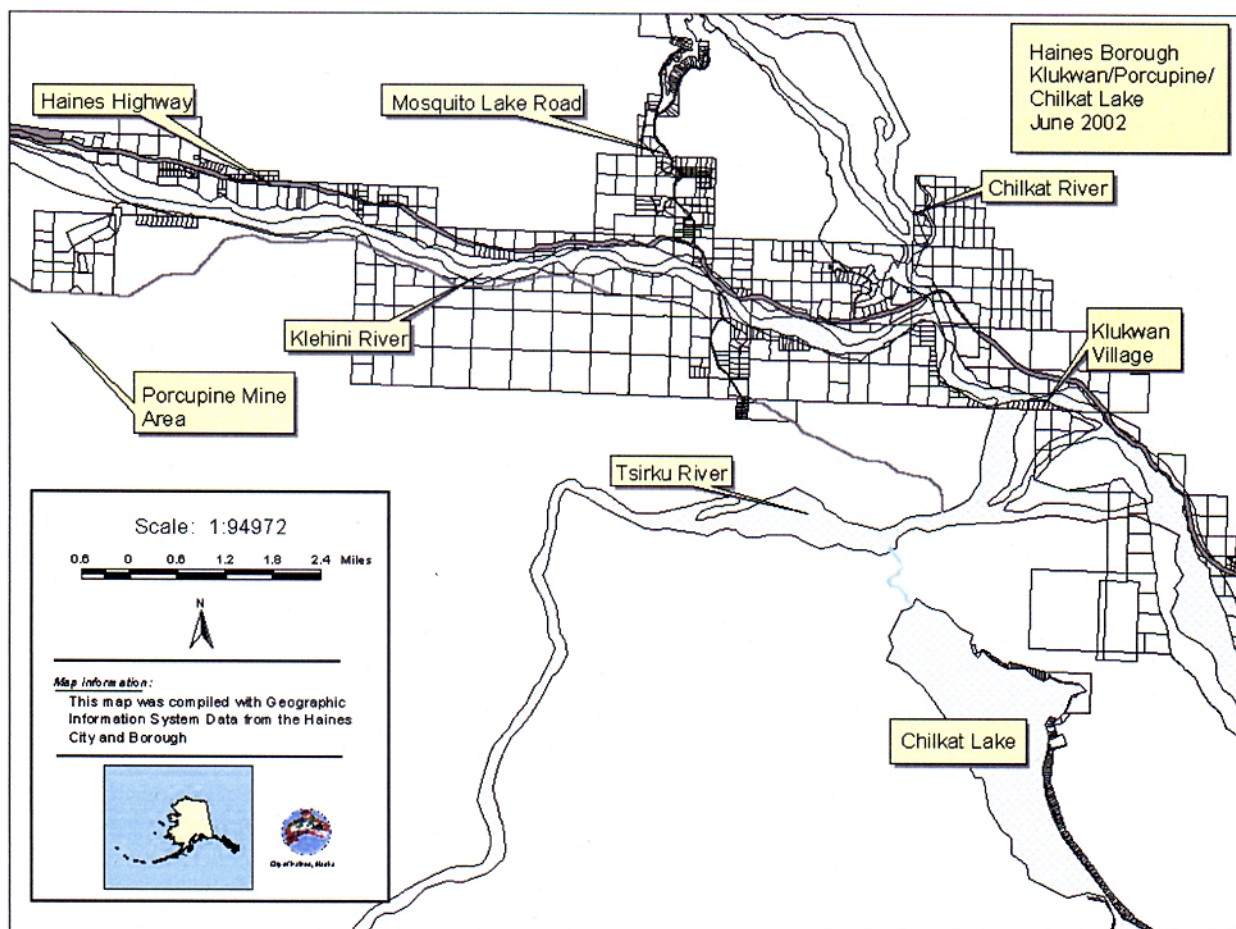
Klukwan/Porcupine/Chilkat Lake

Although a few tours visit the Klukwan/Porcupine region, it generally receives little visitor traffic. Occasionally highway visitors stop to visit Klukwan, and a local tour operator offers low-volume tours of the Native village. The Porcupine mining district attracts backpackers and mountain climbers, on both guided and un-guided trips. A small lodge with cabins is operated in the area. Nearby Chilkat Lake is home to a small fishing lodge with a relatively low visitor volume. Visitor traffic to these more remote locations is estimated around a thousand people annually.

Klukwan is a residential area, which receives some curious highway travelers who drive in and turn around as well as a small number of commercially guided visitors. Chilkat Lake has a combination of homes, summer cabins and a commercial lodge. Visitors and residents fish in the lake. The Porcupine area is a historic community that continues to be used by multiple industries including mining, logging and adventure tour operators. When logging operations are underway, caution is required on the roads by all parties.

Thirty-nine percent stated that the level of tourism activity in Klukwan should be increased, 41 percent said maintained, 5 percent said reduced and 15 percent said they didn't know. Porcupine and Chilkat Lake were not identified in the survey.

The management agencies for the area are the Haines Borough, Department of Natural Resources, and Alaska Mental Health Land Trust.



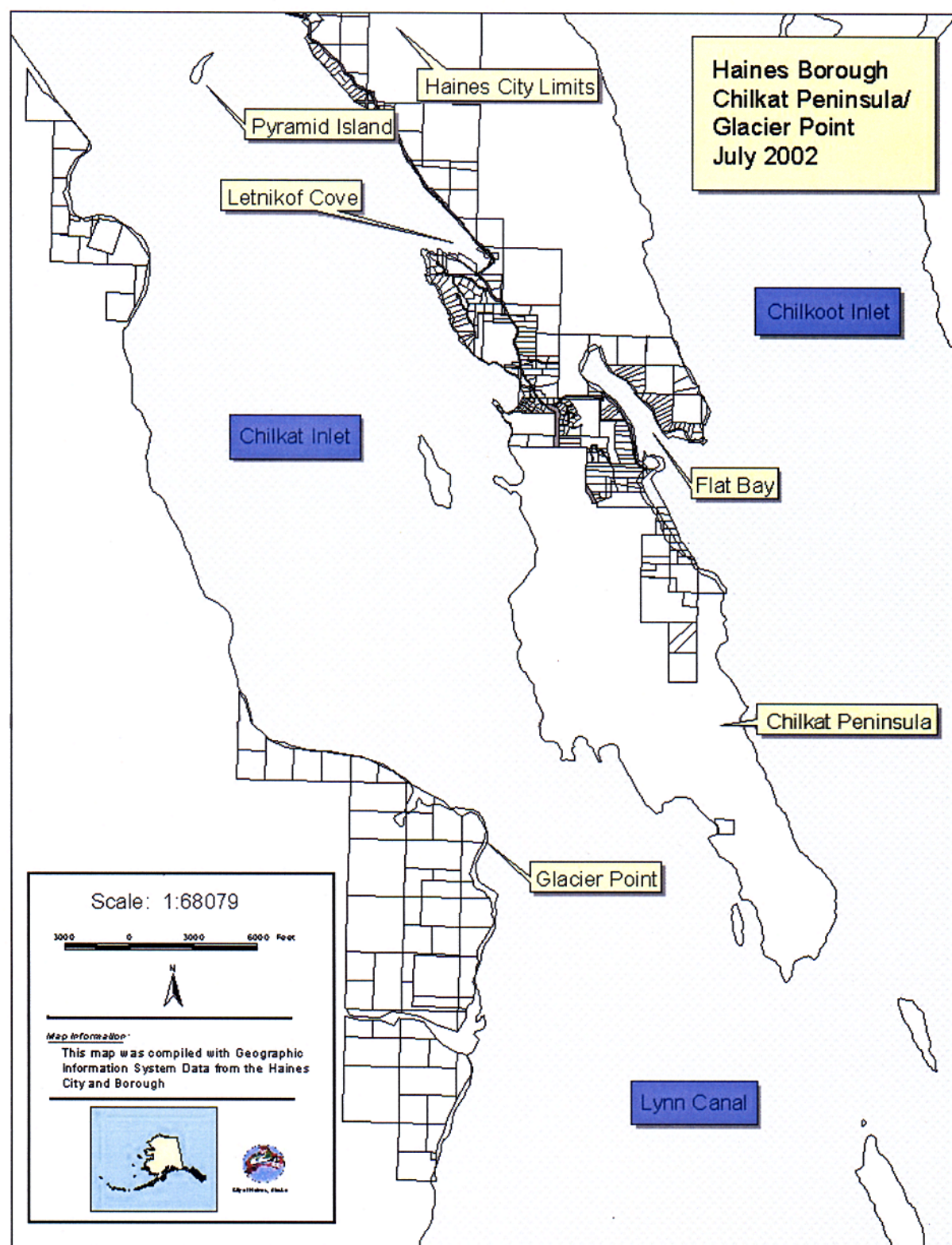
Chilkat Peninsula/Glacier Point

The beach area between Cemetery Hill and Letnikof Cove is heavily used by tour operators, including vehicle and bicycle tours. Chilkat State Park sees substantially less traffic, although it is a popular destination for overnight camping and sightseeing. Its 32 spaces are often full in the peak season, creating vehicle, foot and bicycle traffic in the park area. Visitor volume is estimated at 5,000 for independent and tour use of Chilkat State Park. Nearby Glacier Point is a popular destination for cruise passengers who participate in a canoe trip at the face of Davidson Glacier. Volume for this activity is estimated at 10,000.

The recent growth of tours between Cemetery Hill and Letnikof Cove has caused concern among some residents who live in the area, as well as other local users. Peninsula residents are slightly impacted by RV and vehicle traffic en route to Chilkat State Park. State Park maintenance of the campground facilities, in particular restrooms and the dock, is a concern. Some resident concern has been expressed about visitor use of Glacier Point due to watercraft noise and habitat impact.

When asked about tourism activity by area, 41 percent of Haines residents believed that tourism activity should be increased in Mud Bay, 40 percent said maintained and 13 percent said reduced.

Management agencies for the area include Haines Borough and Alaska Department of Natural Resources/Division of State Parks.



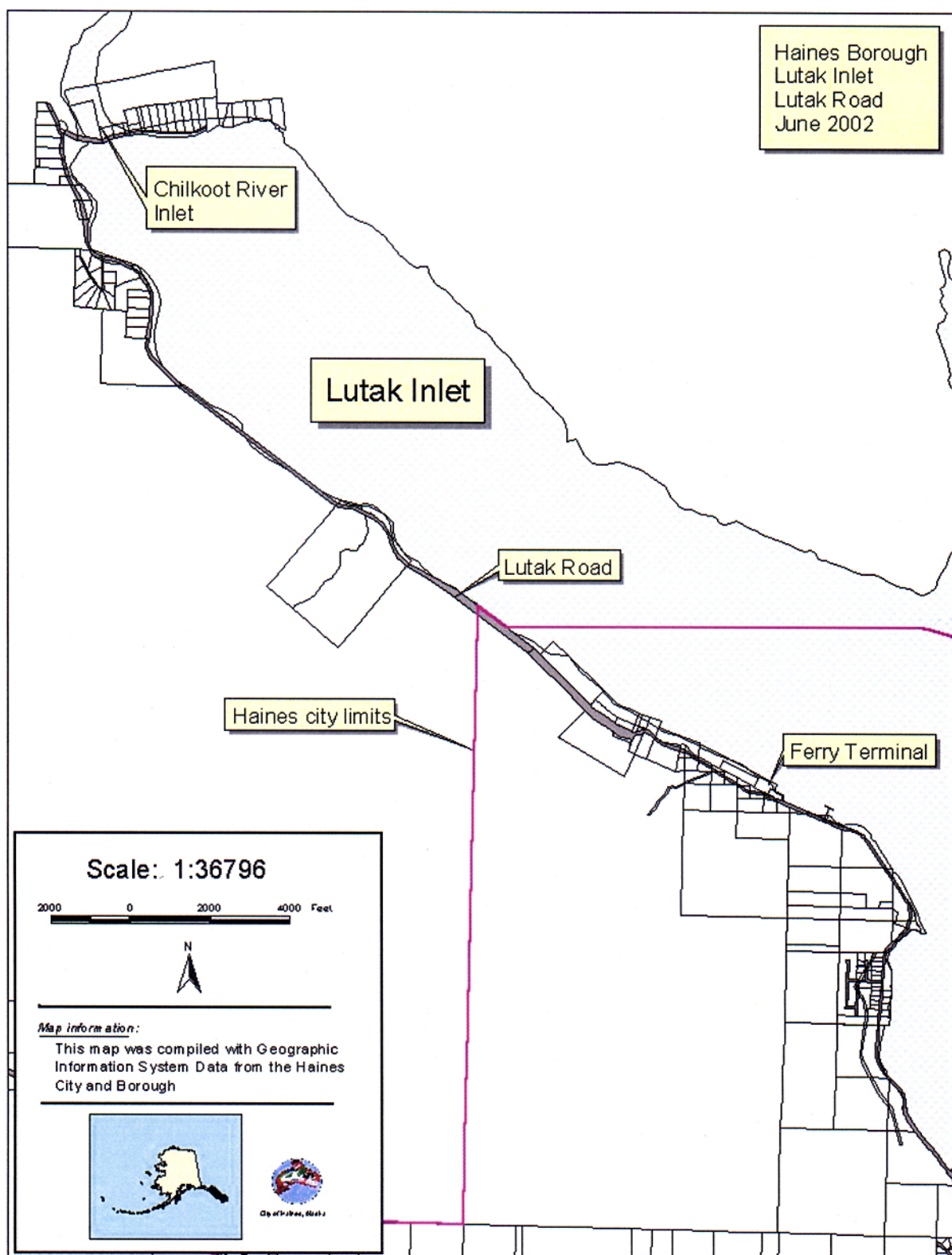
Lutak

The Lutak area is frequented most often by ferry travelers, who must arrive and depart Haines via Lutak Road. This creates vehicle, RV, bicycle, and foot traffic along the road. Ferry and highway visitor traffic is estimated at around 50,000 people, mostly traveling between the ferry terminal and town. RV's and other vehicles pull over at many spots along Lutak Road. This is also a very popular corridor for bus tours, nature tours, kayaks and occasional bike tours.

The high level of traffic, lack of highway shoulders, and lack of developed pullouts create a congestion problem along Lutak Road. Because almost all goods are transferred to Haines via the Lutak dock, this section of road is heavily traveled for other commercial purposes in addition to tourism. Unregulated overnight camping also occurs along the road. While Lutak is a lightly populated area, some residents are concerned about growth in tour activity along the road and beaches. Lack of road maintenance is a concern given the high volume of traffic.

When asked about the Lutak area, 40 percent of Haines residents said that tourism activity should be increased, 46 percent said maintained and 10 percent said reduced.

Management agencies for the area include the Haines Borough, the US Army, Alaska Dept. of Natural Resources/State Parks and the Alaska Department of Transportation and Public Facilities.



Chilkoot Lake/Chilkoot River

Several tour operators bring visitors to Chilkoot Lake, providing guided kayaking, fishing, nature walks, and boating. An estimated 4,000 to 5,000 visitors per summer participate in these tours. There is a campsite with 32 spaces, bringing another several thousand visitors to Chilkoot Lake every summer. The lake and river are also popular for sport fishing. The State maintains a fish weir on the Chilkoot River. In addition, a Native cultural camp is operated on private land along the river prior to the boat launch and parking lot.

Because of the variety and number of visitors using the Chilkoot Lake and Chilkoot River corridor, some problems have arisen. Some residents are concerned about the effect of vehicle and fishing traffic on the local bear population as well as visitor safety. At Chilkoot Lake, additional maintenance of the campground and restroom facilities is needed. The road, parking, and turn-around areas are reported to be inadequate for current commercial activities. Residents have difficulty accessing the river and the lake due to the high volume of visitation at peak times.

When asked about sportfishing, 51 percent of Haines residents stated the level of activity should be increased, 45 percent said maintained and 2 percent said reduced. (Chilkoot Lake and River are not the only sportfishing options in the Haines area.)

When asked about the Lutak area, 40 percent of Haines residents said that tourism activity should be increased, 46 percent said maintained and 10 percent said reduced.

Management agencies for the area include the Haines Borough, Alaska Department of Natural Resources/Division of State Parks and Alaska Department of Fish and Game.

Haines Borough
Chilkoot River
Chilkoot Lake
June 2002

Haines Borough

Chilkoot Lake

Haines Borough

Chilkoot River

Lutak Inlet

Scale: 1:28725

1000 0 1000 2000 3000 4000 Feet



Map information:

This map was compiled with Geographic Information System Data from the Haines City and Borough



City of Haines, Alaska

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RECENT TOURISM-RELATED PLANNING EFFORTS

The *Plan for Public Use and Access in the City of Haines* deals with all public use of lands in the City of Haines, by both residents and visitors. Using input from the City's Planning Commission and several public meetings, the study makes infrastructure and policy recommendations with the aim of managing and enhancing public use areas in the City of Haines. Many "action plan" recommendations relate to the visitor industry, and are consistent with the nature of recommendations presented in Chapter V of this report.

The *Comprehensive Plan* addresses five major areas of community planning for Haines: economics, land use, parks and recreation, public facilities and services, and transportation. For each of these areas, the plan identifies the current situation and explores ways to manage for the future. The document proposes a series of goals, objectives, and strategies – many of which are related to the tourism sector. These recommendations coincide with those proposed in Chapter V of this report.

The *District Coastal Management Program* addresses the use, management, restoration and enhancement of the coastal environment of Haines. The document contains an inventory of resources, an analysis of resources, a series of issues, goals and objectives, and suggested policies. The recommendations are consistent with those suggested in Chapter V of this report.

The Tourism Planning Committee was an advisory board under Mayor Otis that met twice a month between December of 2000 and September of 2001. It addressed many different issues, most notably heli-skiing operations, commercial tour permits, and community sentiment regarding visitors. The minutes from these meetings were reviewed for this study.

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CHAPTER V: ***ACTION PLAN***

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Strategic planning answers three questions in clearly defined steps:

Step #1: Current Status (Where are we now?)

Step #2: Desired Result (Where do we want to go?)

Step #3: Action Plan (How do we get there?)

Current Status

Much of the information in this report documents the current status of Haines as a visitor destination. This current status information includes a tourism assessment of Haines (the six A's of tourism development), analysis of the local economy and tourism's role, and analysis of each of the ten major visitor markets that are of interest to the community. This data establishes a starting baseline and educates planners about the subject matter.

Desired Result

The study team gained an understanding of the community's general desires with regard to tourism management and development in several ways throughout the development of the *Haines Tourism Management Plan*. These methods revealed opinions about future economic activity, growth rates and preferred tourism markets, as well as impacts associated with tourism activities. Methods include:

- The results of the *Haines Household Opinion Survey*
- Interviews with the Haines business community and public officials
- Guidance from the Haines Tourism Management Plan Steering Committee and interested community members attending the series of public working sessions
- Minutes of the Haines Tourism Planning Committee
- Review of existing community planning documents.

Action Plan

The action plan is the link to get from "where we are now" to "where we want to go." The action plan identifies specific strategies (the reasoning behind choosing a specific course of action), identifies the specific task (for example, place consumer advertising that reaches the independent market) and who is responsible for accomplishing the task.

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COMMUNITY DIRECTION FOR TOURISM MANAGEMENT PLANNING

The most important step of planning is defining step #2, “Where do we want to go?” In other words, if the Haines Tourism Management Plan is successful, what will be the desired results? Using a wide variety of community input, the study team summarizes the direction the community appears to prefer in the following guidelines. These guidelines dictate the nature of the action plan that follows.

A moderate long-term economic growth rate is preferred by the community.

Almost all sources of community input show a preference for growth in the overall economy and specifically for the local tourism economy. In the *Haines Household Opinion Survey* contained in this study, the dominant preferred *rate* of growth is expressed as “moderate”, as opposed to “slow” or “rapid”. Moderate growth is generally considered between 2 and 5 percent annually over the long run. Other community input shows a desire to maintain and enhance the nature of the community, not change it significantly through either sudden or rapid growth.

While visitor market forces beyond local control dictate some volatility from year to year, it is the community preference to develop tourism at a relatively steady and moderate rate, modifying recent historic cycles of economic boom or bust.

Economic benefits of employment, personal income and business income shall be directed primarily at current local residents and businesses.

Management strategies should have this guideline as a primary goal since it is current residents who are making the commitment to grow and manage tourism and it is current residents who want improvement in their own and the community’s economic condition.

At the same time, residents also realize that some new people and businesses are likely to be attracted to Haines as a natural result of economic growth in tourism and other industries. For example, most current Haines area residents are in-migrants or descendants of in-migrants attracted primarily by economic opportunities in Haines over the past forty years. These in-migrants and their descendants grew the population from about 600 to 2,400, and the economy from a few hundred to over 1,000 jobs.

While the community has changed significantly from what it once was (and is likely to do so in the long-term future as well), the *rate* of change over the years was moderate and acceptable to most residents. The community recognizes that both current residents and new residents will benefit from growth in tourism.

The community prefers a tourism economy that relies on several markets rather than a single dominant one.

This market diversity strategy has two goals. One is to temper Haines' vulnerability to any negative impacts of cycles in any single market, and the second is to encourage tourism economic benefits flowing into many sectors of the local economy. Different markets have different effects on the local economy.

Diversity is intended to spread economic benefits among many recipients and to make available a variety of employment and business opportunities for locals who choose to capitalize on them.

The community prefers development that has wide distribution of economic benefits.

Different tourism markets are serviced by different scales of enterprise. Some markets, such as higher volume tours or cruise passengers, may direct benefits to a few larger companies initially. If they are local companies with local labor, the secondary benefits are widely distributed. Other markets, such as RV traffic, may initially patronize a wider array of businesses. Those benefits are, in turn, filtered through the economy by the spending of those businesses, their employees and owners.

The community prefers a strategy that will stimulate the economy in the near-term while building a strong and diversified tourism economy in the long run.

The community recognizes the need for economic stimulus at the present time as well as the need to be thoughtful about long-term tourism growth. The desired approach is to stimulate readily available markets in the short-term, while investing in the development of additional markets in the long-term.

Tourism management includes proactive development designed to enhance, accommodate and mitigate the various impacts of tourism.

Too often, management planning of the economy has been limited to reacting after-the-fact to economic change over which local interests had no control, or in some cases, chose not to control. Reactive planning sometimes disintegrates into "black and white", no-growth or boom-growth thinking. That thinking in turn can result in intractable positions from which there can be no retreat, no mediation, and no progress for the overall good of the community.

The study team suggests a more constructive method of planning that includes proactively planning the tourism economy. In the case of the *Haines Tourism Management Plan*, planning starts with planning the markets and the type of growth that are desired. Knowing these in advance, the community then proactively plans how to enhance, accommodate and mitigate the impacts of this planned growth.

Based on the project team's assessment of urgency, potential yield and estimated costs in terms of expenditure and time, the strategies are rated as "highest," "moderate" or "lower" priority.

Overall Marketing Strategies

The following strategies will help Haines market effectively and professionally in an increasingly competitive environment. The project team recommends that measurable and time specific goals be established for each strategy. Progress toward accomplishing each goal should also be tracked. For example, the HCVB may set a goal of increasing letter, telephone and email inquiries during the next year by 1,000. Another measurable goal would be increasing the number of small cruise ship passengers calling in Haines from 7,000 to 10,000 over a three-year period.

Highest Priority: Develop a branding campaign unique to Haines and utilize it consistently.

Markets targeted: all.

Action: Haines must develop a unique marketing image consistent with visitors' expectations and actual experience. The overall concept should be developed with professional marketing and graphic design assistance. The branding statement, logo, type styles, and color scheme should be applied to all promotional materials as soon as practical. Marketing tools such as advertising, brochures, website, and trade show booths reinforce each other through their common theme and design. While community residents must be comfortable with the way that Haines is marketed, it is critical that the image be designed from the *visitor's* perspective. Potential images or themes to explore when developing the branding campaign include Haines' natural beauty/attractions, eagles, Fort Seward and wildlife.

Responsibility: HCVB.

Highest Priority: Increase Haines' marketing budget and staffing to professionally address multiple marketing demands.

Markets targeted: all.

Action: The HCVB is the primary marketing organization for the community. Currently, the available resources are spread thinly over a wide array of tourism marketing activities and some non-marketing expenditures. The City of Haines should investigate modifying its current organizational structure from a city department to a membership-based convention and visitors bureau. This change would allow the HCVB to generate additional revenues from membership dues. A modest membership fee could include marketing benefits such as brochure distribution in the Visitor Center and a listing in Haines' website and publications.

Additionally, the HCVB should charge businesses for marketing services that exceed the base level. Tourism businesses are commonly charged for services such as display advertising in brochures and websites, direct-dial phone lines and brochure distribution at trade shows. These programs allow member businesses to select which marketing services are most appropriate and cost-effective for their own business. Most importantly, the additional revenues allow the marketing organization to reach more potential visitors.

Responsibility: HCVB and City of Haines.

Action: Direct tourism taxes currently being collected to tourism marketing and infrastructure development. Taxes include the 1 percent sales tax, the 4 percent tour tax and 4 percent bed tax.

Responsibility: City of Haines and Haines Borough.

Professional Sales Strategies

Sales strategies require a commitment to build professional relationships over time. Some strategies may require an additional investment to develop professional sales materials.

Highest Priority: Develop moderate growth in the number of large cruise ships calling in Haines, especially daytime calls.

Markets targeted: large cruise ships.

Action: Develop professional relationships with key cruise line contacts in shore excursion, port development and marketing departments. Opportunities for contact include travel industry meetings and formal sales calls to cruise lines' corporate offices. Tourism professionals should present any new tour developments that increase cruise line profitability or enhance passengers' experience. Sales efforts should communicate pending or completed infrastructure enhancements that accommodate cruise ship and passengers' needs. Haines representatives will also need to communicate that residents welcome cruise ships and their passengers.

Responsibility: HCVB and local tour operators.

Action: Create a professional port information packet that provides tour description information and community infrastructure. Tour information should include tour capacity, rate and duration information. Emphasis should be placed on both the quality of the visitor experience as well as potential cruise line profitability from tour sales.

Responsibility: HCVB.

Highest Priority: Increase volume of Skagway cruise passengers visiting Haines.

Markets targeted: Skagway cruise passengers.

Action: Ensure that cruise line representatives have updated information about Haines tours, attractions and passenger ratings of Haines and their experiences.

Responsibility: HCVB and local tour operators.

Action: Increase walk-on ferry passenger traffic from Skagway to Haines through a sales campaign targeted at cruise line personnel and Skagway sales outlets. Tactics may include familiarization trips for key personnel and incentives to increase sales and referrals.

Responsibility: HCVB and passenger ferry staff.

Highest Priority: Increase number of package tour operators—including adventure tours—who include Haines in their itineraries.

Markets targeted: package travelers, adventure travelers.

Action: Haines currently attracts a small number of motorcoach tour operators and adventure tour operators. Marketing efforts should be directed at increasing the number of tours that include Haines and increasing the length of stay for existing tours. In some cases, Haines may be able to position the community as an ideal location for multiple-night pre and post-tour activities. Marketing exposure gained from being included in tour operators' brochures has the additional benefit of increasing Haines' marketing reach and appeal as a destination.

Responsibility: HCVB.

Moderate Priority: Increase frequency and length of stay for small cruise ships.

Markets targeted: small cruise ships.

Action: Haines currently attracts nearly half of all small ship passengers. By enhancing professional relationships with key marketing and operations personnel, Haines may be able to attract additional port calls and new vessels, and increase the length of stay.

Responsibility: HCVB.

Lower Priority: Market Haines to organizations, agencies and corporations as a meeting and conference destination.

Markets targeted: meetings and conferences.

Action: Despite obstacles in this competitive market, Haines can continue to attract a modest number of meetings and conferences. The key will be careful screening of where to apply sales efforts. Recruitment of local residents to assist with selling the destination as well as providing planning assistance is recommended – and in some cases a requirement.

Responsibility: HCVB and community members involved in organizations.

Lower Priority: Market Haines to educational and social organizations with potential for Haines recreational field trips.

Markets targeted: regional, fall/winter/spring.

Action: Schools, churches and social organizations are often seeking accessible field trips and group activities. A frequently organized trip from Juneau combines a ferry ride with a tour into the Chilkat Bald Eagle Preserve.

Responsibility: HCVB and community members involved in organizations.

Lower Priority: Promote Haines through military agencies for personnel seeking recreation and relocation information.

Markets targeted: regional.

Action: Several military organizations provide opportunities to promote Haines accommodations and attractions. For example, the US Coast Guard purchases tour packages and promotes discounted tours through a personnel morale program. In addition, several bases located in the Interior of Alaska or Anchorage might provide Haines information to their relocating personnel.

Responsibility: HCVB and community members involved in the military.

Advertising Strategies

Because of the need to communicate individually to potential visitors, the following advertising strategies require a more significant level of capital investment.

Highest Priority: Enhance and aggressively promote Haines' website.

Markets targeted: all.

Action: McDowell Group research indicates that more than half of all Alaska visitors utilize the Internet to research and plan their Alaska vacation. Independent travelers use the Internet frequently to book portions of their trip including airline tickets, hotel reservations, car rental and tours. Cruise passengers also report frequent usage of the Internet, but their activity is more often destination research and less frequent booking compared to other travelers.

Responsibility: HCVB.

Highest Priority: Increase national advertising campaign.

Markets targeted: Independent, adventure travelers.

Action: While media advertising is expensive, some investment is required to reach the independent traveler. The most cost-effective approach is through cooperative marketing programs, such as the Alaska Vacation Planner produced by ATIA. Haines has historically held key ad positions in the Alaska Marine Highway System schedule and in the Milepost. These positions should be maintained. Limited additional national advertising is recommended, especially if editorial coverage features Alaska or Haines.

Responsibility: HCVB.

Highest Priority: Increase Haines advertising in nearby communities and transportation corridors.

Markets targeted: Independent travelers, Skagway cruise passengers.

Action: Haines has the opportunity to influence travelers already in Alaska and the Yukon through strategic placement of advertising and brochures. Several visitor guides and visitor centers feature neighboring community information. Building relationships with front line staff at visitor centers and regional businesses will also increase Haines referrals.

Responsibility: HCVB and local business owners.

Action: Increase Haines visibility to cruise passengers docked in Skagway to boost Haines visitation. Consider advertising in onboard cruise publications and in other information targeted at cruise passengers.

Responsibility: HCVB and passenger ferry staff.

Moderate Priority: Increase media advertising directed at regional residents.

Markets targeted: Regional, fall/winter/spring visitors.

Action: Marketing targeted at regional residents often requires different tactics than when targeting visitors. The media outlets and creative message need to be appropriate to an Alaskan or Canadian audience.

Responsibility: HCVB.

Action: Increase promotion of special events.

Responsibility: HCVB, event organizers.

Public Relations Strategies

Highest Priority: Increase travel media coverage of Haines.

Markets targeted: all.

Action: Working with the travel media is one of the most cost-effective means of educating and enticing potential visitors. The HCVB can increase media exposure by working closely with the Alaska Travel Industry Association and other destination marketing organizations with travel media programs. The HCVB can be ready to assist with story ideas, travel planning assistance, a high-quality photo library and fact-checking assistance. Feature travel stories are an effective way to promote Haines attractions as well as access to Glacier Bay National Park, Kluane National Park and other nearby recreation areas.

Responsibility: HCVB.

Based on the project team's assessment of urgency, potential yield and estimated costs in terms of expenditure and time, the strategies are rated as "highest," "moderate" or "lower" priority.

Tour and Attraction Development Strategies

Highest Priority: Enhance economic impacts by increasing tour and attraction base.

Markets targeted: all.

Action: Haines' tour and attraction base is *the* fundamental community asset for a tourism economy. Travelers seek increasingly active and sophisticated experiences. Several projects under consideration include: a new golf course along the Chilkat River, enhanced sportfishing, restoration of the Dalton Trail, motorized/accessible trails such as Mt. Ripinski, a Fort Seward Museum and redevelopment of the tank farm area near the ferry terminal.

Responsibility: Private development, City of Haines Economic Development Dept.

Moderate Priority: Increase economic benefit from special events.

Action: Haines can increase the economic benefit from existing special events in several ways such as increasing the length of time that participants remain in town or increasing the number of overall participants. Organizers may be able to add an additional day to the event or add another venue, such as a children's competition.

Responsibility: Special event organizers.

Action: Consider development of additional special events.

Responsibility: Special event organizers.

Lower Priority: Create multiple-day hiking opportunities with campgrounds or hut-to-hut style accommodations.

Markets targeted: Adventure travelers.

Action: Development of longer hiking trail systems, such as the Dalton Trail or Katzehein River area, will attract more independent adventure travelers and adventure tour operators. A hut or cabin system has year-round potential for use by cross country skiers and snow machiners.

Responsibility: Community residents, land management agencies.

Economic Development Strategies

Highest Priority: Provide business planning and permitting assistance to local entrepreneurs.

Markets targeted: all.

Action: Existing and potential business owners will benefit from business planning and permitting assistance. This assistance is especially important when navigating the often-confusing regulatory requirements for access to public lands. This proactive program will help Haines maintain local business ownership, management and employment.

Responsibility: City of Haines, Chamber of Commerce.

Moderate Priority: Create incentives for improving aesthetics of privately owned residential and commercial property.

Markets targeted: all.

Action: Residential and commercial property owners are more likely to enhance aesthetics if incentives such as development grants and tax incentives are available. Fort Seward property owners may be eligible for assistance through historic preservation grants. As an example, the non-profit organization “Historic Ketchikan” assists property owners with architectural restoration of historic buildings through grants and planning assistance.

Responsibility: City of Haines, community residents.

Waterfront and Marine Access Strategies

Highest Priority: Enhance waterfront infrastructure and improve access to core business area from docks.

Markets targeted: Large cruise ships, small cruise ships, Skagway cruise passengers.

Action: Design and install restrooms and telephones for cruise ship passenger and crew use within walking distance of the Port Chilkoot dock. These facilities are required to adequately service the existing level of cruise visitors as well as any additional port calls.

Responsibility: City of Haines.

Action: Direct visitors to retail sector and attractions through sidewalks, landscaping and attractive signage. Develop the landscaping plan from the perspective of arriving in Haines from the waterfront.

Responsibility: City of Haines.

Action: Create a cruise ship passenger greeter program. For example, volunteers organized by the Juneau CVB greet each cruise ship and distribute walking tour maps during the first hour of each ship arrival. In addition, consider a satellite dock location to distribute visitor information.

Responsibility: HCVB.

Action: Create passenger shuttle system between waterfront, Fort Seward and downtown core.

Responsibility: Tour operators, cruise lines, merchants.

Highest Priority: Aggressively pursue frequent, convenient ferry service in Lynn Canal.

Markets targeted: independent visitors, regional visitors, special events, fall/winter/spring visitors, package travelers and meetings and conferences.

Action: The Alaska Marine Highway has a significant effect on Haines' ability to attract all non-cruise markets. The ferry system is influenced by community appeals for service as well as passenger volume along certain routes. Haines must communicate that the transportation system is critical to local residents as well as businesses. In addition, Haines should support current efforts by Southeast Conference and state transportation officials to explore management, marketing and operational alternatives that will result in improved Alaska Marine Highway Service throughout the region.

Responsibility: City of Haines, Chamber of Commerce, community residents, Dept. of Transportation and Public Facilities.

Highest Priority: Increase capacity of Haines Harbor and related facilities.

Markets targeted: Regional visitors, local tour operators serving cruise passengers and independent visitors, and private yacht owners.

Action: The capacity and quality of Haines' harbors affect the community's ability to attract several markets. An increase in harbor capacity allows Haines to attract additional Yukon residents for long-term moorage and more frequent visitation. Additional moorage allows growth in the charter fishing fleet, passenger ferries and marine sightseeing tours. Haines may also be able to attract the small, but lucrative private yacht market. A targeted marketing program should accompany this development.

Responsibility: City of Haines, Army Corps of Engineers, Dept. of Transportation and Public Facilities, HCVB.

Moderate Priority: Increase public access to Portage Cove Beaches.

Markets targeted: all.

Action: Increase public access to Portage Cove beaches through improved upland parking, walkways and viewing areas. These enhancements increase Haines' appeal for residents and all visitor markets.

Responsibility: City of Haines, Dept. of Transportation and Public Facilities.

Land and Highway Access Strategies

Highest Priority: Increase economic contribution of independent visitors to businesses in Fort Seward and core business area.

Markets targeted: independent visitors, package travelers.

Action: The downtown and Fort Seward areas are easily bypassed by larger vehicles such as RV's and tour buses. Obvious signage at the highway approaches will direct visitors into the town center. Available parking should be identified so larger vehicles do not displace local residents.

Responsibility: City of Haines.

Highest Priority: Improve facility maintenance and increase operating season for state-owned campgrounds.

Markets targeted: independent visitors and adventure travelers.

Action: Haines parks compete with other parks throughout the statewide system for personnel and operating funds. The condition of campsites, restrooms, docks, trails and road maintenance into State Parks affect the quality of the Haines experience for existing visitors and can discourage potential visitors. Community residents must communicate this priority to state officials and legislators. Haines may want to evaluate park management alternatives that will result in improved service levels.

Responsibility: Alaska Dept. of Natural Resources/State Parks, City of Haines.

Moderate Priority: Improve sections of Haines Highway where road maintenance, shoulders, pedestrian/bike paths and rest areas are still needed.

Markets targeted: all.

Action: The highway corridor is heavily traveled by independent visitors as well as most local tour operators who serve cruise, package tour and adventure travelers. While recent improvements have significantly improved highway safety and viewing opportunities, more work is necessary. Community residents must communicate this priority to State officials and legislators.

Responsibility: Dept. of Transportation and Public Facilities, Alaska Dept. of Natural Resources/State Parks.

Lower Priority: Upgrade meeting and conference facilities.

Markets targeted: meetings and conferences.

Action: While the market forecast remains small, there will continue to be some demand for facilities to host small and medium-sized gatherings. Private and public facilities should be well-maintained and meet basic requirements for meeting space, audio-visual equipment and catering facilities.

Responsibility: City of Haines, Haines Borough, private development.

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IMPACT MITIGATION STRATEGIES

Based on the project team's assessment of urgency and number of affected parties, the strategies are rated as "highest," "moderate" or "lower" priority.

Chilkoot Lake Area Strategies

Highest Priority: Improve access and facilities at Chilkoot Lake to accommodate visitor and resident use and address safety concerns.

Action: Chilkoot State Park requires additional planning and improved facilities to accommodate public use by local residents and visitors. The area contains critical salmon spawning and bear habitat. The lake and river are very popular sites for picnics, camping, fishing, bear viewing, and multiple tours. Visitor safety, habitat protection and a quality experience are considerations. Planning and user-group communication work begun by the Chilkoot River Corridor Working Group should continue.

Responsibility: Alaska Dept. of Natural Resources/State Parks, Fish and Game, tour operators and community residents.

Chilkat Peninsula and Mud Bay Road Strategies

Highest Priority: Address neighborhood and habitat impacts caused by sightseeing along Chilkat River beaches between Jones Point and Carr's Cove.

Action: Scenic views of the Chilkat River, Chilkat Mountains, glaciers and Letnikof Cove are easily accessed along the first section of Mud Bay Road. The popular tour destination lacks defined vehicle pullouts and hiking trails. Residents have also expressed a desire to retain privacy and the remote quality of the area. Adopt recommendations made in the recent *Plan for Public Use and Community Access*.

Responsibility: City of Haines.

Chilkat River and Haines Highway Strategies

Moderate Priority: Identify helicopter flight paths that provide the least noise impacts on local residents.

Action: Haines residents have suggested that flight paths could be altered to reduce noise impacts. Tour operators should consider adopting flight patterns similar to the "fly neighborly" programs in other communities. In addition, recommendations

from the Tourism Planning Committee should be adopted regarding the heliskiing season and flight patterns.

Responsibility: Tour operators, FAA, State of Alaska Dept. of Natural Resources, US Forest Service, Bureau of Land Management.

Moderate Priority: Monitor tour and resident activity in Chilkat Bald Eagle Preserve to ensure least impact on wildlife habitat.

Action: The highway, rivers and lakes encompassed in the Chilkat Bald Eagle Preserve are primary tour and transportation routes as well as essential wildlife habitat. Ongoing monitoring is needed to identify and prevent stresses on wildlife.

Responsibility: Alaska Dept. of Natural Resources/State Parks.

Lower Priority: Address Chilkat River bank erosion.

Action: Rafts floating the Chilkat River typically exit the river around 14-mile. The take-out area is undeveloped, causing some concerns about the activity accelerating the rate of natural bank erosion. Tour operators should work cooperatively with State Parks to identify a practical way to ensure passenger safety and avoid bank erosion. The need for additional access locations between the highway and river should be considered.

Responsibility: Alaska Dept. of Natural Resources/State Parks, tour operators.

APPENDIX

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Haines Tourism Household Opinion Survey

PHONE # _____

Survey # _____

Interviewer Name _____

DATE _____

Hello, this is _____ with the McDowell Group, an Alaska research firm. We are gathering opinions regarding tourism in Haines. If this is a convenient time I'd like to ask you some questions.

1. FIRST, please stop me at the category that best describes your age group?

1 ☐ Under 18 Years of Age (ask for adult, if none, end survey)

2 ☐ 18 - 24 Years

4 ☐ 35 - 44 Years

6 ☐ 55 - 64 Years

3 ☐ 25 - 34 Years

5 ☐ 45 - 54 Years

7 ☐ Over 65 Years

2. Which area of Haines do you live in? (Prompt if necessary)

1 ☐ City of Haines

3 ☐ Lutak

5 ☐ Klukwan

2 ☐ Mud Bay

4 ☐ Haines Highway

9 ☐ Refused

3. Overall, what rate of economic growth, if any, do you favor for Haines? (Read 1-4)

1 ☐ No growth

3 ☐ Moderate growth

8 ☐ Don't know

2 ☐ Slow growth

4 ☐ Rapid growth

9 ☐ Refused

4. For each of the following areas of the economy in Haines, do you think the level of growth should be reduced, maintained, or increased?

		Reduced	Maintained	Increased	DK	REF.
4a.	Mining	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
4b.	Timber	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
4c.	Commercial Fishing	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
4d.	Fish Processing	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
4e.	Local government employment	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
4f.	State and Federal government employment	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
4g.	Tourism	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>

5. For each of the following tourism markets in Haines, do you think the level of growth should be reduced, maintained, or increased?

		Reduced	Maintained	Increased	DK	REF.
5a.	Ferry and highway market	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
5b.	Adventure travel market	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
5c.	Fall and winter market (eagle viewing, snow machining, cross country skiing)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
5d.	Cruise passenger market from Skagway	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
5e.	Haines small ship market (under 200 passengers)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
5f.	Haines large cruise ship market (over 200)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
5g.	Meeting and small conference market	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
5h.	Events such as the Eagle festival and bike relay	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>

6. For each of the following tourism-related activities in Haines, do you think the level of activity should be reduced, maintained, or increased?

		Reduced	Maintained	Increased	DK	REF.
6a.	Guided walks and hikes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
6b.	Sport fishing	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
6c.	Kayak tours	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
6d.	River rafting	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
6e.	Native cultural tours	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
6f.	Helicopter flightseeing	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
6g.	Fixed wing flightseeing	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
6h.	Heli-skiing	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
6i.	Bicycle tours	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
6j.	Jet boat river tours	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
6k.	Downtown shuttle service	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
6l.	Guided horseback riding	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>

7. For each of the following areas of Haines, do you think the level of tourism activity should be reduced, maintained, or increased?

		Reduced	Maintained	Increased	DK	REF.
7a.	Downtown	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
7b.	Port Chilkoot	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
7c.	Haines harbor and waterfront	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
7d.	Mud Bay	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
7e.	Lutak	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
7f.	Klukwan	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
7g.	Haines Highway (9 mile to border)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>

8. For each of the following tourism-related impacts is your quality of life affected a little, a lot, or not at all?

		Not at all	A little	A lot	DK	REF.
8a.	Vehicle congestion	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
8b.	Foot traffic congestion	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
8c.	Airplane noise	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
8d.	Helicopter noise	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
8e.	Watercraft noise	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>

9. In your opinion, what visitor image is Haines best known for? (Don't Read List) (Check all that apply)

- | | | |
|---|--|--|
| 01 <input type="checkbox"/> Bald eagles | 07 <input type="checkbox"/> Snow machining | 13 <input type="checkbox"/> Adventure/ecotours |
| 02 <input type="checkbox"/> Natural beauty | 08 <input type="checkbox"/> Heli-skiing | 14 <input type="checkbox"/> Fair |
| 03 <input type="checkbox"/> Native culture | 09 <input type="checkbox"/> Dog sledding | 15 <input type="checkbox"/> Bike relay |
| 04 <input type="checkbox"/> Tourism | 10 <input type="checkbox"/> Sport fishing | 98 <input type="checkbox"/> Don't know |
| 05 <input type="checkbox"/> Military History | 11 <input type="checkbox"/> Glacier Bay access | 97 <input type="checkbox"/> Other _____ |
| 06 <input type="checkbox"/> Skiing/Snowboarding | 12 <input type="checkbox"/> Highway access | 99 <input type="checkbox"/> Refused |

10. In your opinion, how important or unimportant is it for Haines to pursue the following projects?

		Very unimportant	Unimportant	Neither	Important	Very important	DK	REF.
10a.	Cargo handling facility	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
10b.	Natural gas pipeline terminal	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
10c.	Performing arts school	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
10d.	Retirement center	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
10e.	Waterfront walkways and parks	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
10f.	Handicap trail development	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
10g.	Road connecting to Juneau	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
10h.	Downtown ferry terminal	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
10i.	Fish processing facility	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>
10j.	Shell fish farming such as oysters or mussels	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>

11. Including yourself, how many people live in your household for at least 9 months out of the year?

- ☐ One (respondent only) ☐ Five
☐ Two ☐ Six
☐ Three ☐ Seven or more
☐ Four ☐ Refused

12. What type of industry provides the most income in your household? (Circle 1 for most important)
After _____ what industry provides the second most? (Circle 2 for second most important) (DO NOT READ LIST)

- | | |
|---|---|
| 1 2 Commercial Seafood | 1 2 Non-profit (salvation army, et.) |
| 1 2 Communication-Utilities | 1 2 Oil Industry |
| 1 2 Construction/trade/crafts/printers (blue collar) | 1 2 Professional Services (lawyer, clergy) |
| 1 2 Consulting | 1 2 Retail Trade (clothes stores, supermarkets, etc.) |
| 1 2 Education (school district, teachers) | 1 2 State Government |
| 1 2 Entertainment | 1 2 Timber Harvesting and related services |
| 1 2 Federal Government | 1 2 Tourism Industry |
| 1 2 Finance, Insurance & Real Estate | 1 2 Transportation (air, marine) |
| 1 2 Fish Processing | 1 2 Wholesale Trade |
| 1 2 Health Care (hospital, doctors, dentists, nurses, etc.) | 1 2 Retirement |
| 1 2 Local Government (police, city employees) | 1 2 Other _____ |
| 1 2 Military | 1 2 None: (homemaker, student, etc.) |
| 1 2 Mining | 1 2 Refused |

13. Have you or any members of your household been employed in the Haines' tourism industry at any time during the past year?

- ☐ Yes —————> **13a. If Yes, how many people? # _____**
☐ No
☐ Don't know / not sure

14. For my last question please stop me at the category that best describes your total combined household income before taxes in the year 2001? (READ 1-7)

- | | | |
|--|---|--|
| <input type="checkbox"/> Under \$20,000 | <input type="checkbox"/> \$40,001 - \$50,000 | <input type="checkbox"/> \$Over 100,000 |
| <input type="checkbox"/> \$20,001 - \$30,000 | <input type="checkbox"/> \$50,001 - \$75,000 | <input type="checkbox"/> Don't Know / Not Sure |
| <input type="checkbox"/> \$30,001 - \$40,000 | <input type="checkbox"/> \$75,000 - \$100,000 | <input type="checkbox"/> Refused |

Thank you for your participation in this important project!

15. Record Gender (Don't Ask) ☐ Male ☐ Female

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LIST OF CONTACTS

The following people were contacted by the project team for executive interviews. In addition to this list, the project team conducted 201 telephone surveys with Haines households, as well as 40 surveys with Haines business owners. Further guidance was provided by the Haines Tourism Management Plan Steering Committee and interested community members attending the series of public working sessions, held on June 3 and June 17, 2002.

Butch Carver, Alaska Discovery
Kirby Day, Princess Tours
Dan Egolf, Alaska Nature Tours
Bill Fletcher, Chilkat Cruises
John Fox, Royal Caribbean Cruise Line
Jerre Fuqua, Cruise West
Michelle Glass, Haines Convention and Visitors Bureau
John Hall, Anderson House Tours
Bart Henderson, Chilkat Guides
Jan Hill, Haines Borough Mayor
Linda Huston, Holland America Line
Larry Johansen, Alaska Sightseeing / Cruise West
Ed Lapeyri, Captain's Choice
Shannon McKee, Norwegian Cruise Line
Dave Nanney, Chilkat Eagle B&B
Katey Palmer, Alaska State Parks
Marco Pignalberi, City of Haines
Dan Turner, Haines Borough
Ron Valentine, World Explorer Cruises
Robert Venables, City of Haines
Joanne Waterman, Planning Commission
Shaun Williams, Out of Bounds Adventures