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Figure 12—Sunset at Port Saint Nicholas near Craig, Alaska.

Case Study 3: Hoonah, Alaska

Hoonah (pop. 860) is a community facing dramatic changes in the local economy and searching for solutions in tourism. Located on the northeast shore of Chichagof Island about 65 kilometers west of Juneau, Hoonah sits in a sheltered bay in Port Frederick, which empties into Icy Strait (fig. 13). Hoonah's population is predominantly Tlingit, with clan origins in the area of Glacier Bay and Icy Strait going back hundreds of years. The economy has been based in commercial fishing and seafood processing with more recent growth in timber production on Native corporation lands. Key to the economic and cultural survival of Hoonah residents is the customary and traditional use of resources, including fish, game, and shellfish as well as marine and forest plants. Within a few miles from Hoonah are two important settlements that appeared in the 1980s: Whitestone Logging Camp (pop. 116) and Game Creek (pop. 35), an intentional Christian community established in the 1980s. Both settlements are predominantly non-Native and their residents have become an important part of community life.

Many Hoonah residents consider John Muir to be the community's first official tourist. Muir explored Glacier Bay in 1879 with the help of Huna Tlingit



Figure 13—Hoonah, Alaska, and Icy Strait.

guides.¹⁸ Muir’s writings about Glacier Bay drew many visitors to the area, who came by steamship through 1899, after which Glacier Bay became jammed with ice after an earthquake. Several Huna clans consider Glacier Bay their traditional homeland. The creation of Glacier Bay National Park in 1925 marked the beginning of the gradual restriction of activities within park boundaries. The new federal designation did not directly impact Hoonah residents until the 1950s, when the first ranger arrived to the area to monitor resource use in the 3-million-acre park (Catton 1997). From that point, National Park Service officials exerted pressure on Huna Tlingit to curtail seal hunting and other subsistence activities. They first established a permit system in 1954 for hunting and subsistence use. By 1972, Park Service officials had restricted subsistence activity altogether (Catton 1997). The federal government also began to regulate waterways within Glacier Bay and

¹⁸ The spelling of “Huna” is used to represent the collective clans of Hoonah, or the Huna people.

Community leaders in Hoonah sought to diversify the local economy in ways that would preserve the small-town lifestyle and cultural identity.

in 1998 made many types of commercial fishing activity illegal inside park boundaries, directly impacting the Hoonah fleet, among others. These restrictions coincided with an increase in tourist traffic to Glacier Bay National Park. What started as a trickle of backpackers in the 1970s exploded to 380,000 visitors by 2001 with 88 percent of those visitors arriving by cruise ship. The notion that residents have been excluded from Glacier Bay in favor of visitors has led to tension and distrust of federal agencies.

Early tourism development—Some ships visiting Glacier Bay stopped by in Hoonah, and their visitors were met by local artisans at the cannery dock, resulting in a flourishing crafts market. Steamship travel to Hoonah occurred periodically through the 1950s. A small lodge with a bar and occasional restaurant was built in the 1960s for out-of-town guests. In the 1970s, a ferry terminal was constructed, bringing in a trickle of visitors to the community. The city's first attraction, a museum and cultural center run by the Hoonah Indian Association, was established in 1978. Still, visitor traffic to Hoonah remained light through the 1990s. Most visitors to Hoonah were friends or family of area residents, or were folks passing through on the ferry. As logging roads were constructed in the 1980s, many Alaskans came to Hoonah for deer hunting. Chichagof Island also was popular among guided bear hunters, many of whom passed through town. Sportfishing also was popular near Hoonah. A lodge had existed in the community since the 1960s, operating intermittently under several owners, including Huna Totem, the village corporation. By the mid-1990s, several bed and breakfast establishments surfaced to serve hunters, charter guests, and other visitors. Finally, Hoonah's boat harbor was a draw for private marine vessels and charter tours. The facility was known for being well managed and offering safe, protected berthing close to Glacier Bay.

Local efforts to promote tourism—Beginning in the 1980s, several studies and planning documents referenced Hoonah's tourism potential and outlined strategies for development. In spite of these reports, few concrete steps were taken to build tourism infrastructure or promote tourism development, owing largely to a shared reticence to expose Hoonah to a large number of visitors. A few prominent clan leaders and public officials opposed measures that would potentially cause undesirable changes to community life, exerting their influence on city council or in the planning committee. By the late 1990s, however, local officials began talking about the decline in fishing employment and the expected slowdown in logging. Many community leaders sought to diversify the local economy in ways that would preserve the small-town lifestyle and cultural identity of Hoonah. In the mid-1990s, the

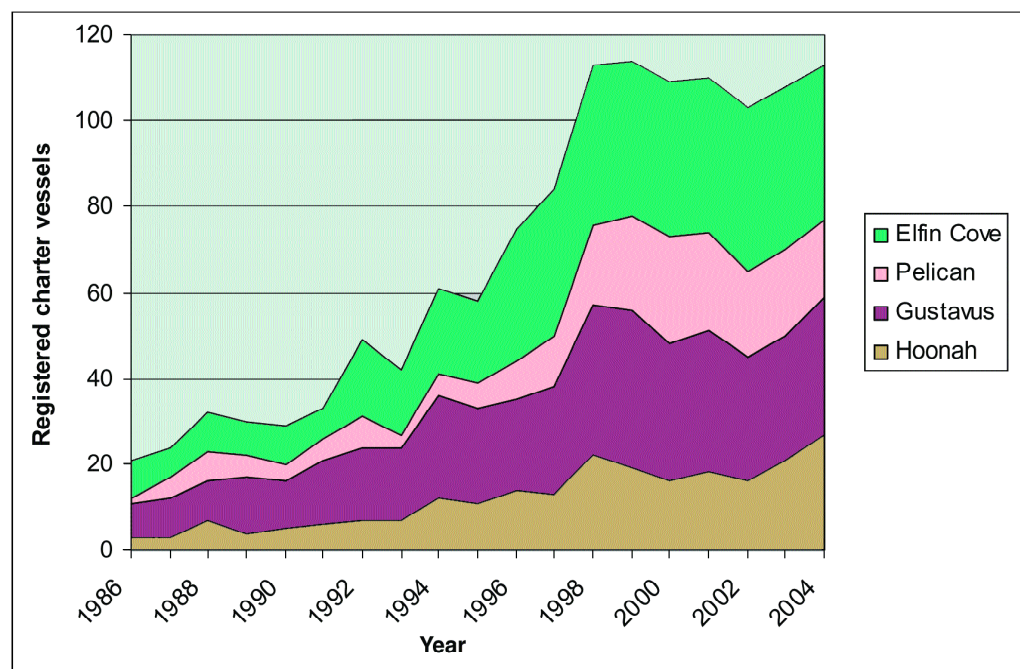


Figure 14—Registered charter vessels in Icy Strait communities, 1986-2004 (Alaska Commercial Fisheries Entry Commission 2004).

Hoonah Indian Association sponsored U.S. Coast Guard training for several local fishermen to obtain their charter boat licenses. Several local and nonlocal charter operators were based in Hoonah, and many more were based in neighboring Icy Strait communities (fig. 14). In their Overall Economic Development Plan (OEDP), the city targeted tourism as a potential source of income and outlined steps to improve infrastructure to meet visitor needs, including expanding the boat harbor, expanding the airport runway, creating a city park, beautifying downtown, and seeking alternative sources of electric power (City of Hoonah 1999). In 2000, city officials began discussing the need for a visitor kiosk near city hall, brochures and city maps, and public camping areas. In addition, tourism was the topic of discussion during 2000-2001 meetings of the Economic Development Group, an interagency task force that oversaw the economic development plan process. Tourism also was a central topic at the 2002 economic conference sponsored by Tlingit-Haida Central Council. Although tourism development was modest in 2001, these public efforts indicated a shift in policy favoring tourism development.

In 2001, Hoonah had the components necessary for tourism. There were roughly 33 enterprises catering to visitors in some respect, including lodges, restaurants, and gift shops (table 9). All businesses were locally owned, although the largest

Table 9—Tourism businesses by category in Hoonah, 2001

Business type	Number
Tour operators (adventure, ecotours, sightseeing, cultural)	1
Lodging (hotels, motels, bed and breakfasts, lodges, cabins)	10
Attractions (museums, totem parks, cultural centers)	1
Galleries/gift shops	4
Transportation (air, water, or city taxi)	5
Fishing lodges and guides	9 (4)
Restaurants	4
Kayak/skiff rental	1
Camping/RV	0

Note: Number in parentheses is estimated “active” businesses.

Source: Alaska Department of Community and Regional Affairs (2001b).

lodge was held by a Juneau businessman. Visitors had a choice of 10 different accommodations, ranging from rented rooms to bed and breakfasts to small lodges. Several restaurants provided different types of fare, from sit-down meals to take-out. Four charter fishing operators and one fishing lodge were in operation. One outfit rented kayaks and another provided local sightseeing tours. The tribe’s cultural center provided the city’s major cultural attraction. In 2000, a cooperative arts center was formed where local artists displayed their works. Several merchants had expanded their inventory to include gifts and T-shirts. Advertising among the existing tourist businesses was minimal, relying primarily on word-of-mouth references. In 2001, just three of the locally owned tourist businesses offered brochures and no Hoonah tourism business had its own Web site. Although basic visitor services existed in Hoonah, the community was not equipped to handle a steady stream of drop-in visitors. Rooms in local guesthouses often were rented out on a long-term basis to seasonal workers in fishing and logging. The two main sit-down restaurants in town sometimes closed inexplicably, and many of the shops in town were opened intermittently or by appointment only. Prospective guests to Hoonah were wise to secure arrangements for room and board in advance.

Visitor volume to Hoonah was difficult to ascertain precisely; however, several data points permit an estimate. Of an estimated 1,000 hunters who came to the northeastern portion of Chichagof Island from outside the Icy Strait region in 2000, 63 percent were from Juneau (ADF&G 2001b). Hoonah also had two licensed guides who led visitors on bear-hunting trips on Chichagof Island. Although the total number of annual bear hunters was fewer than 10, they were likely to have a considerable economic impact because of the cost of the trips. Five companies periodically brought charter guests to Hoonah in 2001, with visitor estimates numbering fewer

than 200. Data from Glacier Bay National Park showed that in 2000, roughly 350 private vessels obtained permits to enter the park, many of which likely stopped over in Hoonah (Glacier Bay National Park 2000). An unknown number of visitors arrived by ferry or aircraft and planned their trips independently. In total, an estimated 1,500 to 2,000 visitors came to Hoonah in 2001.

Although few visitors were found in town, many were in the vicinity. More than 350,000 people passed the mouth of Port Frederick in 2001 on cruise ships and tour boats to and from Glacier Bay (Glacier Bay National Park 2000). Thousands more navigated the waters of Icy Strait on packaged fishing or adventure tours, such as kayaking, whale watching, and bear viewing, based in neighboring ports of Juneau, Gustavus, and Elfin Cove. Ecotourism activity was concentrated around nearby Point Adolphus—an area attracting a dense population of whales and fish and an important site for commercial and subsistence fishermen. In addition, use of the national forest lands near Hoonah among independent and commercial groups had increased, owing in part to the expanded road system built to support logging. Forest Service data on permit holders showed that in 2000, more than 5,100 visitors came to the Hoonah Ranger District on a guided tour; of these, 3,500 visited sites in the vicinity of Hoonah or areas actively used by Hoonah residents (table 10) (USDA FS 2000, 2001).¹⁹ According to Forest Service officials in Hoonah, conflicts had emerged in many remote sites among various types of recreational users and between local subsistence users and commercial recreation groups.

Creating a cruise destination—Hoonah tourism underwent a major transformation when Hoonah's native village corporation purchased an historic cannery at Point Sophia, 1.6 kilometers from town, and announced plans to develop a tourist venue. In 2001, the Point Sophia Development Company, a joint venture between Huna Totem Corporation, Hoonah's village corporation, and Koma Sales, a Juneau-based guiding company, formally announced plans to convert the cannery into a cruise ship destination. In 2002 and 2003, the facility was restored and upgraded to accommodate thousands of cruise passengers, creating jobs for 45 to 60 workers. The site included spaces for more than a dozen vendors, docking areas for charter fishing vessels and tour boats, and an area for staging land-based tours. It also included a

¹⁹ The sites that were considered near Hoonah or actively used by Hoonah residents include Idaho Inlet, Point Adolphus, Granite Cove, Pinta Point, Pinta Cove, Mud Bay, Mud Bay River, Mud Bay Island, Flynn Cove, Freshwater Bay, Chicken Creek, Neka Bay, Inian Island, Humpback Creek, Port Frederick, Whitestone Harbor, Sister's Island, Salt Lake Bay, and Game Creek.

Table 10—Clients visiting Tongass National Forest sites near Hoonah

Forest Service recreation sites	1998	1999	2000
<i>Number of visitors</i>			
Point Adolphus area:			
Eagle Beach	10	100	53
Pinta Cove, Pinta Point	110	410	742
Point Adolphus	391	707	387
Mud Bay area	108	316	285
Flynn Cove	0	3	3
Chicken Creek	24	91	83
Gull Cove	43	154	55
Goose Island	13	74	39
Icy Strait Islands:			
Inian Island	5	13	0
Pleasant Island	39	123	147
Sisters Island	6	0	0
Home Shore (Juneau District)	10	20	2
Port Frederick area:			
Humpback Creek	0	27	0
Whitestone Harbor	0	1	0
Game Creek	10	0	4
Salt Lake Bay	5	0	2
Freshwater Bay	24	105	120
Neka Bay	5	39	47
Port Frederick	179	20	19
Idaho Inlet area:			
Idaho Inlet	1,115	927	874
Fox Creek	0	186	167
Trail River	43	200	537
Other:			
Hoktaheen	8	38	4
Total near Hoonah	2,148	3,554	3,570
Total Hoonah District	4,564	4,665	5,166

Source: USDA Forest Service (1999, 2000, 2001).

performance center and tribal house for dance, story-telling, songs, and other cultural performances; nature-hiking trails; a fishing museum; a botanical garden; a salmon bake facility; and a restaurant. In 2003, the corporation announced a partnership with Royal Caribbean Cruise Lines and the promise of cruise ship arrivals in 2004.

Efforts to reconstruct and prepare tourist facilities at the Point Sophia Cannery, renamed Icy Strait Point, were rewarded when the first cruise ship arrived in May



Figure 15—Visitors at Icy Strait Point (Point Sophia) near Hoonah, Alaska, in 2004.

2004, dispatching several hundred guests for bear-viewing excursions, whale-watching tours, and cultural programs (fig. 15). In the first season of operation, 32 ships visited, bringing in an estimated 66,000 passengers. In shaping plans for this project, Huna Totem worked with tribal and city officials to maximize local employment and other economic benefits, and to minimize potentially undesirable effects of the project on village life through transportation planning. They also worked with the Hoonah Indian Association to construct the museum and performance center and to work with elders to ensure that cultural information was being transmitted in a sensitive way. During cruise ship visits, at least two dozen Hoonah residents worked at Icy Strait Point, as guides, store clerks, and performers. Artists sold their works through local vendors who had obtained permits to operate at the cannery. Roughly 3 of 12 vendors had local roots in the community, while other vendors traveled daily from Juneau. One store was run collectively by several Hoonah artists with business assistance from the Juneau Economic Development Council. This ambitious project intensified the discussion about the future of tourism in Hoonah, providing many with hope for employment, while raising concerns about protecting community resources. The ability of the corporation to manage visitor flow through town was deemed crucial to the success of the project.

In spite of its mainline location along the cruise ship corridor, tourism was undeveloped in Hoonah until 2004. Residents had long had their income needs met

A new cruise ship destination in Hoonah may bring changes to this community.

by the timber and fishing industries and through subsistence harvest, and were initially reticent to invite guests to their community. When these industries started to falter, tourism became an obvious choice because of Hoonah's location and abundant natural and cultural resources. Beginning in the late 1990s, many small, locally owned enterprises formed to meet the needs of the modest amount of tourist travel. The city had begun to perceive its role in improving city infrastructure to accommodate out-of-town guests. Tourism received keen attention after 2001, when Huna Totem proposed its project at the Point Sophia cannery (Icy Strait Point). Table 11 outlines the principal actors in Hoonah tourism development. The investment of the corporation into the facility jump-started the tourism industry, and many residents became involved in tourism as vendors, artists, guides, administrators, maintenance workers, security guards, and others. Although the Point Sophia project is likely to transform the cannery, the long-term effects on the community itself remain to be seen.

Discussion

These three case studies illustrate the range of experiences faced by southeast Alaska communities involved with tourism. Haines leaders invited large cruise ships into their community and experienced rapid growth in business activity as well as an increased economic dependence on the cruise industry. When the cruise ships sailed to other ports, the tourism economy experienced serious repercussions. Tourism in Craig was largely based on consumptive activities, fishing and hunting, with potential to expand into nonconsumptive tourism, such as wildlife viewing and cultural tourism. Local and nonlocal entrepreneurs led the tourism industry in Craig's tourism with little proactive involvement by public agencies. Meanwhile, Hoonah residents and city leaders were initially cautious about tourism development, and the community mainly attracted independent hunters, boaters, and anglers. However, investment by Huna Totem and the introduction of the cruise lines will transform the current state of tourism in Hoonah.

Haines, Craig, and Hoonah share many common features. The communities are roughly the same size and share a similar economic history characterized by the former dominance of fishing and timber. Because of the predominance of publicly held lands, economic development has largely focused on resource-based production. Mirroring broader state and regional trends, the local economics in Haines, Craig, and Hoonah shifted away from emphasis on resource extraction and toward increasing economic diversity, with a greater emphasis on tourism. Along

Table 11—Role of principal actors in Hoonah tourism development

Group	Relation to tourism
Business owners	Have catered some portion of products and services to visitors. Generally supportive of tourism industry. Some sit on multi-agency economic development committee.
Tourism providers	Small number of lodgeowners and fishing guides in 2001. Most worked independently, although some cooperated to meet guest needs.
City of Hoonah	Focus on improving local infrastructure to accommodate future tourist interest (parks, campgrounds, roads). Contracted tourism studies and promoted discussion about industry potential.
Huna Totem Corp.	Constructed cruise-based tourism development at Point Sophia in cooperation with Koma Sales (Juneau). Sponsored worker training to employ shareholders and other Hoonah residents.
Tongass National Forest Hoonah Ranger District	Manage recreation resources of interest to visitors. Allocate permits to tourism providers using public lands for commercial recreation.
Hoonah Indian Association	Tribal organization representing needs of tribal members, including health, social services, and employment needs. In 2001, was exploring future role of tourism. Working with Huna Totem to maximize hire of tribal members.
Glacier Bay National Park	Creation of a national park for scientific research, preservation, and visitor enjoyment.

with these economic changes, the sociodemographic composition of the communities also changed: the proportion of Native residents gradually declined, loggers and other blue-collar workers left, and retail and service professionals, seasonal workers, telecommuters, and retirees moved in. The communities share similar levels of developed infrastructure, with adequate boat harbors, small airports for wheeled planes, as well as floatplane docks, nearby ferry terminals, and access to a network of roads. In these respects, Haines, Craig, and Hoonah are representative of many rural southeast Alaska communities.

Despite their commonalities, Haines, Craig, and Hoonah differ in their geographic location and their proximity to population centers and tourist corridors. These differences, to some extent, determine the level and nature of involvement of each community with tourism. Haines is readily accessed from Juneau as well as from the Alaskan interior and Canada. The city's location along popular ferry and shipping routes makes travel to and from Haines relatively uninhibited. Craig,

Proximity to population centers and tourist corridors determines, to some extent, the level and nature of tourism in a community.

meanwhile, is relatively remote, distant from tourist corridors, and with limited ferry access. Hoonah is situated relatively close to Juneau and is located along the popular tourist corridor to Glacier Bay. Access to the community is somewhat restricted owing to the less frequent ferry schedule. The geographic location of each community within the southeast region is likely associated with the rate and nature of tourism development. Whereas Haines and Hoonah residents look to cruise ship tourism as a primary source of future tourist revenue, Craig is focused more on packaged fishing experiences and independent travelers desiring a more remote locale.

Several observations may be made in comparing and contrasting tourism within each site. (These differences, described below, are summarized in table 12.)

Visitor volume and visibility—Visitor volume and visibility differed among these communities. These factors were important because the more visitors appearing in town, the more opportunities there were for visitor-resident interactions in the shops, on the streets, or in favorite recreational areas. In 2000, Haines entertained a high volume of cruise ship guests, with more than 187,000 visitors. Although this figure fell to 40,150 the following year, the emphasis on cruise-based tourism remained. The “boom and bust” pattern of cruise ships arriving, depositing thousands of guests into the community for several hours, and then leaving was most common. Cruise visitors to Haines were highly visible because they arrived in such significant volumes compared to the size of the local population, and because their activities were confined to specific areas, such as Fort Seward, the cruise dock, downtown, and a finite number of recreation areas beyond city limits. In Craig, visitor volume was moderate, with roughly 4,000 to 6,000 visitors annually, most of whom were associated with fishing lodges. Visitors to Craig were far less visible, as most of their time was spent fishing or relaxing in the lodge. A modest number of hunters and boaters could be seen in town, but they often blended in with transient fishermen or residents of other island communities. Visitor volume to Hoonah was modest in 2001, with pleasure travelers likely numbering fewer than 2,000. Although visitors were few, those who did arrive were highly visible because of the compact nature of downtown and the isolated community setting. In a small community where everyone recognizes each other’s cars, boats, and dogs, outsiders were quickly spotted. Visitor numbers increased significantly in 2004, with the arrival of the first ships in town. As several tourism scholars have shown, the extent to which visitors interact with hosts affects host attitudes toward tourism. Specifically, greater frequencies of host-guest interactions are associated with more negative attitudes toward tourism (Marsh and Henshall 1987).

Table 12—Factors for comparison among tourism sites in 2000 and 2001

Factors	Haines	Craig	Hoonah
Mode	Cruise, packaged, independent	Packaged (lodges), some independent	Independent, some packaged
Volume	High	Medium	Low
Visibility	High	Low	High
Tourism infrastructure (transportation, accommodation)	Well developed	Moderately developed	Basic
Diversity of products and services	High	Medium	Low
Business ownership	Local and nonlocal, some corporate	Local and nonlocal, some corporate	Local
Seasonal workers	Many (200+) guides, drivers, clerks	Some (100-150) fishing guides	None or few
Marketing	Cruise ships, Internet, trade shows, visitor center	Brochures, Internet, chamber of commerce, trade shows, word of mouth	Word of mouth, some brochures

Tourism infrastructure—The communities also differed somewhat in terms of the level of tourism infrastructure. Haines had a highly developed transportation infrastructure, including an airport, boat harbor, deepwater dock, and ferry terminal, with regular and frequent ferry service. The community also offered significant guest services, including a prominent visitor center, visitor guide, signs, maps, information kiosks, and a wide range of accommodations for guests, from luxurious hotels to bed and breakfasts to rustic cabins. Craig’s transportation infrastructure was moderately developed and included an airport (in Klawock), two boat harbors, a floatplane dock, and less frequent ferry service (via Hollis). Craig did not have a deepwater dock to attract large ships. Visitor services included a visitor center, a Forest Service ranger station, and a visitor guide; however, few signs existed to direct visitors to local attractions. Craig also had a wide range of accommodations. Hoonah’s transportation infrastructure allowed travel by floatplane, airplane, boat, and periodic ferry service. A deepwater dock was being constructed to attract cruise ships. Visitor services were minimal in 2001, although the Forest Service ranger station distributed maps and community guides. There were no signs directing visitors to local attractions, no information kiosks, and no brochures until 2001, when a brochure developed by a high school English class was distributed by city hall. Hoonah offered a basic level of accommodations and dining services. Not

surprisingly, these cases show that increased tourism infrastructure (transportation and visitor services) attracts more visitors, who require additional tourism infrastructure to accommodate their needs.

Volume and diversity of tourism businesses—Comparison of tourism businesses revealed subtle differences in the number and diversity of tourism-related establishments (table 13). In Haines, there were roughly 114 tourism-related businesses offering products and services. Haines specialized in tours, including nature-based and cultural history tours, but also benefited from other aspects of tourism such as charter fishing and guiding, retail, and accommodations. In the Craig area, 82 tourism-related businesses were present, with strong emphasis on charter fishing establishments. In 2001, a small number of tour companies focused on nonconsumptive tours, and the number of retail operations catering primarily to tourists was limited. In Hoonah, roughly 33 tourism-related businesses offered basic accommodations and charter fishing. Although many Hoonah businesses served visitors, they existed primarily to meet the needs of local residents.

Ownership and hiring—The three communities differed somewhat in terms of ownership and hiring practices. Each community had a mix of small and large businesses as well as local and nonlocal ownership. Native corporations were significant players in shaping local tourism. In Haines, tourism enterprises were run by long-time residents and recent immigrants. Four prominent tourism businesses were owned by former mill owners or workers. The Native corporation, Klukwan, Inc., which entered the scene in 1997, quickly became one of the largest tourism providers in town and operated the ferry link with Skagway. Klukwan emphasized hiring shareholders, giving jobs to many Native residents. Some Haines businesses operated on a seasonal basis or were owned by seasonal residents. Haines relied heavily on a seasonal workforce of 100 or more workers employed as adventure guides, bartenders, drivers, and shop clerks. Many of these workers were college students or recent graduates.

Craig tourism businesses also were owned by a combination of long-time residents, seasonal lodgeowners, and recent immigrants. Some of the larger lodges were owned by corporate interests, including Shaan-seet, Craig's Native corporation, which owned one fishing lodge and the city's largest hotel. Shaan-seet hired shareholders in many of the support jobs, such as dining staff, cleaners, drivers, and maintenance. Craig had a small seasonal workforce, employing an estimated

Table 13—Summary of tourism-related businesses by community

Types of tourism businesses	Haines (2000)	Craig (2001)	Hoonah (2001)
Accommodations (lodges, bed and breakfasts, motels)	22	23	10
Tour operators (adventure, nature, sightseeing)	21	4	1
Galleries and gift shops	19	7	4
Charter fishing operators and lodges	13	24	5
Restaurants	14	10	4
Attractions (museums, festivals, totem parks, cultural centers)	6	4	2
Transportation (air, water, or city taxi)	9	11	5
Cultural or historical tours	4	1	1
Camping/RV	6	2	0
Total	114	82	32

125 to 150 workers, including those at Waterfall Resort. This workforce predominantly consisted of professional fishing guides from the Lower 48 States and college-age students hired to clean fish.

Hoonah businesses were all locally owned, with the exception of a lodge run by a Juneau businessman. Huna Totem represented the largest and newest tourism player with its expansive project at Point Sophia. Until 2004, few, if any Hoonah tourism businesses relied on seasonal help. Many workers and business owners commuted to Hoonah from Juneau to fill jobs for which local residents were not adequately trained. Comparison of these cases reveals that as tourism expanded, the rate of nonlocal business ownership increased as did reliance on a seasonal workforce. The growing influence of newcomers and seasonal residents in tourism may lead to social change, as the values of the incoming groups become integrated with the host population.

Marketing—Each site reflected the use of different strategies to attract customers. In Haines, marketing took place on multiple levels. Tourism providers with contractual relations with cruise lines focused their marketing to guests on board through Web sites and brochures. Many guests booked their onshore tours before leaving home, relying on brief tour descriptions provided by the cruise lines. For those tourism providers not working directly with the cruise lines, marketing was

Typically, tourism was pursued as a direct response to declines in other industries.

directly to customers getting off the ships. Other local providers used the Internet to market their tourism products, hoping to attract independent and package travelers. In 2000, several enterprising businesses had bundled their products together on the Internet in hopes of reaching more customers through co-referrals. Brochures were used by nearly every tourism business, and these typically were distributed on the ferry, in the visitor center, and through the Chamber of Commerce. The Haines Visitor Center was an important source of marketing, and its staff regularly attended domestic and international trade shows to promote Haines.

Marketing in Craig and Hoonah was low key by comparison. In Craig, business owners advertised primarily with brochures, but a small number had Internet Web sites. Fishing lodges relied heavily on word-of-mouth advertising and participation in trade shows held in the Lower 48 States. The Prince of Wales Chamber of Commerce also helped to market island tourism through its visitor guide and Web site. Hoonah businesses relied almost exclusively on word-of-mouth marketing, although a small number had developed brochures. None of the Hoonah businesses had Web sites. In these case studies, communities with higher tourist volume and a more developed tourism industry also had more diverse marketing strategies.

Public sector involvement—Differences also were observed in the level of public sector involvement in tourism within each site. Typically, tourism was pursued as a direct response to declines in other industries. In Haines, tourism grew largely as a result of concentrated efforts by municipal officials and business leaders. By investing in a tourism director and visitor center in the 1980s, Haines was able to spur development of tourism amid a turbulent timber economy. After the last sawmill closed, business leaders and public officials combined forces to construct a deep-water dock that allowed a dramatic escalation in the number of visitor arrivals. In 2001, the city-funded visitor center again became instrumental in sparking tourism growth after the abrupt departure of Royal Caribbean from the Haines dock. City officials repeatedly visited cruise executives in their corporate offices to lobby for the city. A coalition of municipal and business leaders was key in shaping the pace and direction of tourism development. Although city officials were active in tourism promotion, the city was not fully prepared for the rapid escalation in cruise volume. During 2000, city committees debated the efficacy of existing city codes for dealing with transportation issues and the sale of goods and services on public property. Many steps were taken to improve city regulations in reaction to the growth in cruise volume.

In Craig and Hoonah, tourism developed without significant public involvement. The industry grew in response to demand for remote charter fishing experiences and was initiated by several entrepreneurs without support of city officials. More recently, public officials have cooperated with industry to promote development and create a tourism plan. In Hoonah, public efforts to draw attention to tourism were overshadowed by the success of the timber and fishing industries. Since 2000, city officials have engaged in discussions about tourism, which intensified in response to Huna Totem's development. The city is likely to play a significant role by updating city codes and improving infrastructure in response to the arrival of the cruise ships at the former cannery. Although Haines demonstrated that the role of municipal leaders and public investment is important to the development of tourism, small-scale tourism growth also occurs with little public input, as seen in Craig and Hoonah. Regardless of the level of involvement by local public officials in tourism development, cities are forced to respond to tourism growth by upgrading or updating municipal codes, improving local infrastructure, such as signs and sidewalks, and developing local plans to minimize the potential negative effects of mass tourism on the lives of residents.

Summary of Case Studies

Analysis of these communities reminds us that within a single geographic region, such as southeast Alaska, diverse forms of tourism coexist. The individual flavor of tourism is related to its location, existing natural attributes, and the involvement of the public sector in tourism development. Location seems to be a determining factor in the scope of tourism taking place. Communities close to the main cruise ship corridor were positioned to attract the cruise industry, whereas outlying communities were more likely to target niche tourism markets, such as sportfishing, nature-based tourism, and cultural tourism. Natural attractions and scenic areas, such as the Alaska Chilkat Bald Eagle Preserve in Haines and Glacier Bay National Park near Hoonah, were also important visitor draws. Tourism development took place with different degrees of involvement from public officials ranging from active support for tourism and aggressive marketing by Haines city officials to a more laissez-faire approach in Craig.

Tourism also was shaped by consumer demand and industry responses to shifting consumer preferences. Global tourism corporations, such as the cruise lines, played a significant role in determining the shape and size of tourism within specific communities. For the cruise lines, the comparative economic value of a port typically determined the docking schedules. Examining changes in cruise ship volume

**Preserving the
community's unique
rural Alaskan lifestyle
was paramount in
each site.**

among southeast Alaska communities shows that decisions made by the cruise lines can have a dramatic effect on local economic development efforts. The gain in cruise ship visits in Hoonah occurred alongside sharp declines in cruise dockings in Haines. Although overall cruise ship capacity is growing and there is overall growth in cruise passengers to Alaska, southeast Alaska ports compete with each other for ships to a great extent.

A comparative analysis of tourism outcomes shows that as tourism volume increased, local tourism infrastructure expanded, and the number of tourism-related businesses grew. Industry expansion within communities also resulted in a greater reliance on diverse marketing strategies by business owners, and a competitive business environment. Both large corporations and small businesses participated in the tourism industry. Native corporations, in particular, played a significant role in tourism development.

Tourism provided seasonal employment opportunities for local workers, especially students, and also provided a secondary source of income for many families. In each community, tourism provided employment for displaced timber-industry workers and a supplementary income for commercial fishermen. As visitor volume increased, there was a tendency for nonlocal business owners and migrant tourism workers to be involved in the industry.

Continue