At Southeast Conference’s March 2015 Mid Session Summit, 180 people representing small businesses, tribes, native corporations, municipalities and community organizations participated in two types on SWOT analyses: one for the region overall, and sector specific SWOTs within the nine committee areas. This document is a summary of the overall regional SWOT analysis.

A SWOT analysis is an in-depth analysis of strengths, weaknesses, opportunities, and threats. A regional SWOT analysis identifies a region’s competitive advantages along with internal or external factors that keep us from realizing our potential. It helps answer the question, “Where are we now?” by identifying critical internal and external factors that speak to the region’s unique assets that we can leverage to maximize the economic potential of Southeast Alaska.

Conducting a SWOT analysis was the first step in a year long planning effort to develop the Southeast 2020 Economic Plan: A five-year economic development strategy that will act as a blueprint for regional collaboration and growth. In order to develop the elements of this plan—a clearly defined vision with prioritized goals & measurable objectives and a strategy-driven Southeast Alaska action plan—it was critical that an analysis of the region’s competitive strengths and weaknesses were assessed so that the foundation of the plan could be built upon a common understanding and set of goals.

Conference attendees who traveled to Juneau from 22 different communities across the region were asked to write down their thoughts, and in doing so generated nearly 1,200 individual written comments that became part of this analysis.

The following pages contain word clouds, which are a visualization of these responses: more frequently used words appear more prominently. A full analysis of all 1,200 comments was also conducted, with similar concepts and ideas grouped together and displayed graphically. There was a clear consensus regarding the top responses for each category:

- **Top Strength:** Our people and our Southeast Alaskan spirit
- **Top Weakness:** Transportation costs
- **Top Opportunity:** Seafood & product development
- **Top Threat:** Federal government regulations and overreach

Part I is a summary of the overall regional SWOT analysis, Part II contains the SWOTs specific to each key sector of the economy that committees developed over a 12 month period.
People & Southeast Alaskan Spirit
There is a strong sentiment that our people themselves are our greatest economic asset. Comments included the following:

We are resilient. We use innovation. We have a can-do spirit. We find solutions. We are a diverse and welcoming people. We take pride in Southeast Alaska. We are creative. We have a world class vision. We don’t give up. The people in our communities are tenacious.

Region Collaboration
The Southeast Conference membership comes together for the sake of collaboration, and so perhaps it was not surprising that working together was the second most cited strength. Specific comments included:

We have a collective energy and common goals. We work locally and think regionally. Communities have a social and cultural connection. We are committed to supporting one another in making this a great place to live and work. We network and collaborate.

Seafood Industry
Our fisheries were identified as another key strength. Seafood related responses included the following: Fishing. Fisheries. Abundant seafood resources. Wild seafood management and marketing. Sea product processing.

Beauty & Recreation Opportunities
Worldwide recognition of our natural beauty. Recreation, including kayaking, hiking, camping, canoeing, hunting, and fishing. Natural attractions. Scenic wilderness.

Natural Resources
Comments in this category included: We have a rich base of natural resources. We have an abundance of naturally replenishing resources, including fish, timber, and water. There are vast natural resources here.

Culture & Heritage
We have a rich, vibrant Southeast Alaskan Native culture. We have a strong commitment to the Southeast Alaska lifestyle. Our cultural identity is clearly established. Our smaller communities have simple subsistence lifestyles, and we are self-sufficient at rural living.
This word cloud is a visualization of the 291 responses submitted to this question, with more frequently used words appearing more prominently.
Transportation Costs
“High cost of transportation” was by far the most frequent response regarding our region’s top economic weakness. Participants noted the following: Our road systems are disconnected. Our marine transportation network is expensive. The high cost of shipping is gouging our villages. Basic transportation is expensive.

Energy Costs
“High cost of energy” was a close second overall weakness: High energy costs. High fuel costs. Reliance on diesel. Fractured energy grid. High cost to heat buildings. The high cost of electricity.

Regulations & Overreach of Federal Government
Comments regarding this category included the following: There is too much federal regulation and government overreach. The federal government blocks our ability to use our resources. The Federal land management bias is restrictive to development. Government regulations lock up our natural resources. Regulations are too cumbersome for our smaller communities and small businesses.

Cost of Living & Doing Business
In addition to the costs of transportation and energy, other costs were called out as being disadvantageous to business—including the cost of living, labor, housing, starting up a business, and food.

Our Geography & Isolation
Our isolation was another top response: Southeast Alaska is a rugged isolated place. Our communities are remote and physically separated from one another.

Aging or Stagnant Population
Demographic comments included the following: Our population is aging. We are not able to retain young people after they go “outside” for college. Our population is not growing. Young families is a declining demographic group. We are losing our legislative representation.

Lack of Access to Our Lands
The fact that nearly all (95%) of all Southeast Alaska land are under federal management was another top concern: Federal land ownership. Lands not available for use. Almost no lands in private hands. Limited land for development.
Transportation Costs
Energy Costs
Regulations & Overreach of Federal Government
Cost of Living & Doing Business
Our Geography & Isolation
Aging or Stagnant Population
Lack of Access to Our Lands
Poor Education/ Lack of Workforce Development
Cost & Lack of Housing
Dependence on State Oil Economy
Local Entities Not Working Together
Perception by Outsiders
Communications (Broadband, Internet)
Aging Infrastructure
Seasonal Jobs Instead of Year Round
Weather
Access to Financing Limited
Politics
Health Care Costly & Limited
Limited Value Added/ Local Manufacturing
Tourism Issues
Lack of Economic Diversity
Solid Waste
Lack of Food Security
Other

Analysis of 325 comments
Top Opportunities

#1 Seafood & Ocean Product Development

Seafood & Ocean Products Development
Increased development of value added seafood products is seen as the top economic opportunity for Southeast Alaska. Commenters also called for more fish waste utilization, mariculture, seaweed exports, salmon enhancement, fur harvests, global marketing, and bringing our fish permits back to our region.

Tourism
Development of smaller scale visitor industry products were rated as one of the top opportunities for the region. Examples of these comments include: Smaller cruise ships visiting unconventional ports. Rural tourism. Off the grid tourism. Market region as stay-cation destination for other Alaskans. Develop winter tourism. Attract more international tourists. Expand tourism markets and seasons.

Energy
Opportunities in energy included increased renewable energy development with many specific references to hydropower development. Other commenters called for use of liquefied natural gas, biomass heat, tidal energy, and exporting power to British Columbia.

Mining
Support for mining opportunities was another general theme.

Promoting Region
In addition to marketing the specific elements of our region, Southeast Conference members think we should also promote Southeast Alaska a whole. Comments included: Attract talented people. Market our lifestyle to entice industry to our region. Make it clear that we are open to world markets. Buy local and use local resources.

Timber
Selected timber focused comments included: Work with the federal government to open up the Tongass to increased harvests. Develop more value added wood products. Develop specialty wood export markets.

Growing Foods/Harvesting Plants
Focus on agriculture and food security was clearly a theme of this year’s event. Comments included: Create more opportunities in the region to purchase foods produced locally. Increase regional agriculture as well as wild food harvests. Market medicinal and other plants with specialty uses to the global marketplace.
All Opportunities

Seafood & Ocean Product Development
Tourism
Energy
Mining
Promoting Region
Timber
Growing Foods/Harvesting Plants
Maritime
Collaboration/Partnerships
Transportation
Economic Planning
Value Added (other)
Workforce Development
Research
Fresh Water
Communications/Technology
Regulations/Taxes
Roads/Infrastructure
Arts
Housing
Diversify the Economy
Other

Analysis of 278 comments

Southeast Alaska SWOT
Top Threats

#1 Federal Regulations & Federal Overreach

Federal Regulations & Overreach
“Federal regulations” was by far the top response to the question of “what external factor could place the region at the risk of economic decline?” Since 95% of the regional land base is managed by the government, this focus was not a surprise. Selected comments included: Onerous federal regulations and compliance. Federal overreach. Unilateral decision making by high public officials. Regulatory compliance. Changes to federal land management priorities, practices, and interpretation.

Declining oil Prices & Dependence on State Budget
Since the public sector makes is responsible for a third of the region’s payroll, potential budget cuts resulting from falling oil prices and production could be highly disruptive to our financial stability, and are thus viewed as another significant threat.

Capital Move & Capitol Creep
The continued political and economic uncertainty that stem from a half century of efforts to remove the capital from Southeast Alaska weighs heavily on the region. The threat of a capital move, along with the more insidious threat of capital creep, ranks third among potential outside threats to our economy.

Changing Demographics
Southeast Alaskans worry that our continued shift from a young region (of the 1970s and 1980s) to one that is significantly older than the nation as a whole will have negative economic consequences. Comments here included: Loss of youth. Loss of highly educated and skilled members of our workforce. Loss of young families. An increase of residents retirement aged or older, and an inability to attract people qualified to replace them.

Natural Disasters & Extreme Weather
In Southeast Alaska we know that a spectrum of natural and human forces—including earthquakes, tsunamis, severe weather, volcanos, and oil spills—can disrupt our shipping, communication, transportation, and economic systems.

Fisheries Declines
We depend on our regional seafood harvests, so anything that might disrupt or reduce our fisheries is a threat. Specific concerns included ocean acidification, market fluctuations, salmon disease, biological declines, anti hatchery sentiment, bad science, climate change, sea otters, and trans boundary impacts.
All Threats

Federal Regulations & Overreach
Capital Move & Capital Creep
Natural Disasters/Extreme Weather
Climate Change
Reduced Ferry Service
Radical Outside Groups/Lawsuits
Energy Related
Federal Budget Cuts
Loss of Culture
Mining Losses
Reduced Education Quality
Lack of Diversification
Housing Related

Analysis of 271 comments
Part II contains the eight SWOTs specific to key sectors of the economy that committees developed over a 12 month period through Southeast Conference committee work.

**Transportation**

**Strengths**
- We are experienced with integrated multimodal transportation and partnerships.
- We have an emerging shipyard and skilled workforce.

**Weaknesses**
- High transportation costs and aging infrastructure.
- Small populations spread out along long geographic distances.

**Opportunities**
- Depoliticize transportation (funding and regulatory) while developing collaboration and partnerships.
- Develop new vessel classes for the Alaska Marine Highway System.

**Threats**
- State budget crisis.
- Demographics: population losses, loss of political power, economic center moving away from region.

**Energy**

**Strengths**
- Hydro, biomass and renewable energy resources.
- Technical expertise for biomass and other energy resource development.
- Funding opportunities for renewable and other energy.

**Weaknesses**
- We are diesel dependent in many of our rural communities.
- Funding opportunities for renewable and other energy.
- There is a low economy of scale and lack of economic industry, and limited inter-connectivity of communities and energy resources.

**Opportunities**
- Tongass land management amendments to support energy development.
- Develop resources in close proximity to our loads.
- Regulatory reform (RCA, FERC, EPA, etc.)
- Partnering with other industry groups, come together and show unified positions.

**Threats**
- Changing and increased regulations and Federal land use restrictions (Roadless Rule, etc.)
- Permitting obstacles (long permitting time and bureaucratic process; increased litigation).
- Limited financing options (especially for projects with a long payback period).
# Maritime

## Strengths
- We are a maritime region. Our shoreline is approximately 18,500 miles and we have over 1,000 islands.
- We have many location-based opportunities, we have access to our fishing fleet and we are close proximity to the ocean’s resources.
- The maritime sector represents Southeast Alaska’s largest private sector employer.

## Weaknesses
- We do not have a large, highly-trained maritime workforce. Our workforce is greying and often lacks industrial skills.
- We lack a mature, durable industrial base and supply chain. Distance from the existent supply chain makes ship building and repair more costly, and repairs take longer due to the slower speed of shipping to Alaska.
- The combination of elevated labor and shipping costs often places Alaska at a competitive disadvantage with service providers in other regions.

## Opportunities
- Because current demand outpaces supply, Alaska and our region have the opportunity to capture much of the burgeoning stateside/local demand for maritime support services.
- We can increase the number of federal maritime jobs in our region for marine researchers, members of the United States Coast Guard, etc.
- We have a workforce ready to be trained.
- We are already developing niche and specialized markets in shipbuilding and repair.

## Threats
- Our state is facing economic decline; less investment in human and physical infrastructure is a reality.
- Outside competition is growing.
- State management and enforcement of fisheries and maritime resources is decreasing; this includes reductions to publicly owned maritime transportation assets due to fiscal deficit.
# Seafood & Ocean Products Industry

## Strengths
- We have a pristine environment.
- Alaska’s harvest of seafood is more than 50% of the harvest of seafood in the United States in both value and poundage. Southeast Alaska’s fishery harvest is approximately 20% of the statewide total economic value.
- There is seasonal diversity according to species.
- Fisheries are sustainable and well managed, including ASMI’s sustainability certification program.
- We have a well-established and successful marketing organization (Alaska Seafood Marketing Institute), which has built worldwide recognition of the Alaska Seafood brand.
- Seafood is an economic driver for coastal communities, both large and small.
- Successful, large-scale salmon enhancement program.
- We have a well-organized infrastructure/logical systems to fly or barge out fresh seafood.

## Weaknesses
- Workforce – local workforce is aging; and much of our temporary workforce is non-local.
- Decreasing state budget, which impacts fisheries management.
- Lacking state leadership to develop mariculture industry.
- Diesel-dependent fleet.
- Ocean warming/acidification.
- Lack of recognition of potential positive economic impact from enhancement of wild shellfish.
- Under-utilization of the whole fish, although this is trending down in recent years.
- Lack of recognition of the maritime sector as a whole (including seafood harvesters, seafood processors, marine support services, research/managers).
- Access to ice and other supplies.
- Access to repair and maintenance (especially for Juneau) during fishing season.
- Lack of diversification of markets for seafood products, especially roe products at this time.

## Opportunities
- Develop mariculture industry, including enhancement, farming and restoration of shellfish and aquatic plants.
- 100% utilization of resource (including fish waste).
- Develop new products: pet food, pharmaceuticals, nutraceuticals and health food products.
- Reduce reliance on diesel for fishing vessels & fish plants.
- Supporting implementation of the Alaska Maritime Workforce Development Plan in Southeast.
- Increase vessel repairs and maintenance completed within the region, which reduces economic leakage.
- Develop markets for otter products.

## Threats
- Marine mammals: Sea otters, whales, orcas, etc.
- Negative perception of hatchery fish.
- Regulatory oversight / federal regulations.
- “Not in my backyard” public sentiments which impede development of aquatic farms.
- Reduced access to the resource by reallocation, federal overreach, ballot initiatives, and lack of research/management funds.
- Sustainability certification programs which either require changes in management or do not certify certain fisheries/regions.
- Climate change and ocean acidification.
- Ecological threats (downstream effects of mining in British Columbia).
- Misinformation – unfounded “scientific facts” spreading.
- State budget cuts
Visitor Industry

**Strengths**
- The Alaska brand for tourism is strong.
- There are diverse recreation opportunities across the region.
- There is great entrepreneurialism and spirit in the industry.
- Southeast Alaska people, history, and culture are great draws.
- Southeast Alaska has an abundance of natural beauty.

**Weaknesses**
- There is a lack of access to public lands, which is a problem because 95% of the region is federally managed.
- The cost of travel to and within the region is expensive and logistics are difficult.
- There is a lack of a cohesive planning tool to allow people to put together their own trips.
- Our visitor industry season is short.
- Communications: Lack of internet and cell phone presence.

**Opportunities**
- Develop more ecotourism products. Examples include scuba diving, surfing, glacier surfing, etc.
- Wildlife viewing. Explore opportunities to make our world class whales and bear viewing more accessible to independent travelers.
- Increase independent travelers. One way to do this is to create all-inclusive experiences by packaging accommodations, excursions, museums, restaurants, ferries, etc., to create easy to book “dream vacations.” Increase return independent travelers.
- Diversification of visitor activities.
- Increase access to outlying communities.
- Develop more infrastructure, providing access and ecotourism opportunities, trails, and wildlife viewing.
- Target Alaska residents for “stay-cations.”

**Threats**
- Federal/state regulations and reducing visitor access to land-based excursions and sports fishing opportunities.
- Underfunded local infrastructure, i.e. communications, transportation, water usage, waste water treatment, etc.
- Reductions in ferry service.
- Federal permitting, onerous federal regulations and compliance.
- Cruise ship headquarters outside the region make routing decisions.
Timber Industry

Strengths

• We have abundant, high-quality wood resources in our region
• We are continuing to develop markets for our wood. For example, Red Cedar is preferred but was previously and undesired species. Now there is a strong demand for it.
• Sitka spruce has a strong established market
• Our industry provides year-round family jobs and wages
• Timber is a renewable resource
• International markets: We are in high demand in Asian markets (as well as domestic)
• Our industry contributes to rural communities and rural economies
• We have cross-industry infrastructure in place
• Activity in our industry takes place outside urban centers
• There is good marine access to our timber resources
• Carbon Sequestration in wood

Weaknesses

• There is much government ownership of the regional land-base (95%)
• There are too many federal government regulations imposed upon our wood products industry
• Transportation costs of the wood is high
• The Tongass has become the poster child in the US for outside to use as a fundraising mechanism
• Our trained, high-quality workforce is aging/in-decline while the new workforce does not appear to have the same work ethic or interest in physical work
• We are losing our infrastructure
• Power costs are high
• The remote locations of our industry mean that the overall costs of doing business are high
• Logging has become a socially unacceptable business to be in.

Opportunities

• Showcase use of local woods
• Create a small cottage industry
• There is a great deal of opportunity for growth in in the regional timber industry
• Increasing private and/or State land ownership would create many new opportunities
• Develop more niche markets
• The regional wood products industry is one of our few with primary production, meaning that the economic impact is much larger. By growing this industry we could replace budget gaps with timber jobs
• Biomass/carbon
• Use growth of the timber industry to stabilize decline of rural communities
• Open more mills

Threats

• Conservation groups
• Environmental litigation on every timber sale
• Politics
• Disease/aging trees
• Endangered Species Act
• Insects, invasive plants
• High capital costs
• Insufficient workforce
• USFS bureaucracy
Communications Brainstorming

Strengths
Four under water/sea fiber optic cables
Having the capital in the region means that we have more communications infrastructure
The five communities in the region that are well-served by communication infrastructure represent four-fifths of the regional population.
We have two microwave networks
Widespread use of telehealth in the region
Significant use of distant learning education across the region
UAF and NOAA have high tech classrooms that serve the area
Many good emergency communication plans with infrastructure in place
Boats and ships in local waters use navigation technology very effectively

Weaknesses
Having only 5 well served communities still means that we have 29 underserved communities
Our communication networks have no redundancy and if they breakdown we have service gaps
No economies of scale
Outdated technology
High maintenance costs
Accessing undersea cable is difficult access, and we have no cable laying ships nearby
Our microwave network is at full capacity
Residential/business plans can be expensive and are not always affordable for lower income residents
Lack of capital
Limit economic development
Business not locating in southeast because of communications
Limiting small business development
Business without adequate broadband are faced with many difficulties, including: no access to social media, reduced marketing and web content, reduced access to modern tech services like Google hangout, inability to use an ever increasing number of cloud based services, including accounting and other software
Satellite internet is poor substitute and doesn't technically qualify as service
Students miss out on core element of education
Answers/information on the web
There is a huge difference between the served and unserved communities/businesses- i.e. some districts still have to use fax machine
Cost of service and affordability to students
Go home to download vs school or office
Service outages
Third world countries more advanced than some SE communities
Longer transaction time
Competing with rest of the state: most of state better served/organized

Opportunities
We have room to improve
We can market Southeast Alaska as an “unplugged vacation” market
We can benefit from what is already done
Attracting research jobs
AP&T - fiber between Haines and Skagway
Funding: USDA, FCC
Partnerships: Canadians and routes, Industry and new connectivity, Health Care, Mining
Leap f rogging to top of health curve
Intertie - communication and power (20 year plan)
Workforce development
Education
VOIP - voice over internet

Threats
Earthquakes
Winter and ice storm/fog/snow
Solar activity
Funding cuts from state/feds
Declining populations
FCC and regulations
Net neutrality- utilities
Cyber threats
Difficulty attracting research jobs and dollars
Tourists with cellphones use up all available bandwidth
Food Security Brainstorming

Strengths
Local agriculture has support from USDA
There are many seed varieties suited to Southeast
We have rich ocean resources
We have many natural resources to help grow this sector, including water and wild vegetation
We have abundant wild and cultivated resources used by knowledgeable populace
Underutilized natural species that grow in Southeast Alaska, including seaweed, deer, salmon, berries

Weaknesses
Lack of available lands
No food system infrastructure currently in place
Lack of knowledge about how to cultivate foods locally
Limited solar access
Underutilization of existing resources: people don’t know how to farm/hunt in local conditions, and those conditions can change dramatically over short distances. There can be different conditions 10-15 miles away
Transportation costs.

Opportunities
We currently have no access to outside markets – we can change that
Keep money in Southeast Alaska and stop exporting dollars for foods
We do have local food movement – people who appreciate good food: foodies, fishermen
Improve utilization – 1 person in community tasked with information
Bartering network

Threats
Acts of nature – including weather and pets
Invasive plant species
Low cost of outside food - local food can’t compete
Being at the end of food supply line
Event of emergency – cut off access to existing resources. Communities would have no food.
2015 Mid Session Summit Southeast Alaska Visitor Industry SWOT Exercise

Strengths
Abundance of forested lands
Abundance of pristine natural environment
Advertising is being done well
Beautiful views, friendly people, efficient service
Easily accessed from pacific NW
Established and growing relationships with national and multinational tourism companies
Healthy tourism industry
Highly sought after tourist destination
Natural attractions
Natural beauty accessible to tourism
Natural Beauty is in high demand
Natural landscape attractive for tourists
Our uniqueness relative to other destinations
People worldwide are drawn to Alaska. Maximizing on high return to communities.
Recreation is fantastic here
Recreation: kayaking, hiking, camping, canoeing, hunting, fishing, stargazing
Scenic wilderness
Southeast Alaska sells itself
The Alaska Brand for tourism is strong
The Southeast Alaska people, culture, and history are all great draws
There are diverse recreation opportunities
There are many innovative companies working hard here
There is a lot of infrastructure in place to support the visitors industry
There is charismatic mega fauna
There is great entrepreneurialism and spirit in the industry
Tourism: big bank for buck here. Tapped into better that other regions.
Temporary/seasonal, so less permanent impact on communities.
Traveling to Southeast Alaska is safe and family oriented
Vibrant cruise ship industry
We know tourism
Welcoming attitude for tourism
World wide recognition of visitor attractions, culture, beauty
Weaknesses
Alaska is often considered a “once in a lifetime” thing, so we have few repeat customers
Challenging geography
Communications. Lack of development of internet presence, and cell phone presence.
Due to all of the public lands - access is restricted
It is difficult for individuals to plan trips on their own due to difficult logistics
Lack of a cohesive planning tool to allow people to put together their own trips.
Lack of access to public lands
Lack of availability to eco tourism type activities (people come to kill something – kayaking, birdwatching not a highly promoted)
Lack of focus on niche markets
Liability insurance
Our visitor industry season is short
The cost of travel to and within the region is high
Transportation is a complex system
Transportation logistics can be complicated
Visitor industry is seasonal, and so employment is seasonal/limited
We are dependent on permits – which we might not get

Opportunities
Bike tours - Prince of Wales
Cooperative marketing between towns
Create one stop shopping for Southeast Alaska opportunities such as more access to/methods for direct charters
Destination location for tourism
Develop more "State-cations" - bringing in residents for specialized Southeast vacations
Develop more winter, shoulder and off season tourism
Develop new Southeast Alaska destinations/stops (example, bear viewing at polk creek. Doesn’t need to be a town)
Direct charters for European travelers
Diversification of visitor activities
Drive to Juneau
Ecotourism: scuba diving, surfing, glacier surfing
Expand tourism (market the camping and trade)
Expand tourism markets and seasons
Getting off grid - "unplugged tourism"
Head tax funding usage
Increase independent travelers
Also get them to return as an independent traveler – put packages together. (All inclusive experience) Spread the wealth among providers.
Increased access to outlying communities
Increased cultural tourism
Industrial Tourism – showcase our sawmills, mines, seafood plants etc.
Industry Mechanics - commission/packaging
International tourism
Local experts set up for the unique opportunities
Market SE for specialized tours
Market Southeast - we're different (and better!) than rest of Alaska
Market Southeast Alaska as a stay-cation location for south-central residents - connect communities of southeast Alaska to the larger metro population of anchorage.
More focus and development of artist projects and destination tourism
More infrastructure developments for trails, wildlife viewing, etc. – highest demand is for wildlife viewing.
More infrastructure developments for trails, wildlife viewing, etc.
More rural areas with specialty highlights
More small boat ramps
Niche Marketing
Off the grid tourism
Opportunities for small business development
Package for the independent traveler.
Participatory vacationing. People will go to farm and help harvest. (real experiences)
Partnerships for package tours
Repeat visitors: ensure positive experiences so they come back and spread the word
Rural tourism
Self propelled recreations based tourism opportunities kayaking, canoeing, sailing, multiday trips - partner with mental health entities, life coaches, etc.
Small cruise/vessels/yachts
Small ship tourism and destinations
Smaller cruise ship visiting unconventional ports
Strong sectoral/tourism/mineral section
Tourism on land off the boats
Try to develop more repeat customers - methods to have tourists return
Use global warming to create urgency – it your last chance to see our glaciers!
Using Alaska Native languages – especially in signage
Utilize more southeast Alaskans in tourism
Wildlife viewing – fantastic whales and bears – make more accessible to independent travelers
Winter tourism
Workforce development
Threats
Budget reductions - marketing
Communities fail to meet cruise ship needs for dock space/infrastructure
Cruise industry down
Cruise ship headquarters outside the region make routing decisions (Asian market opening up)
Daylight savings time change
Down economy reduces tourism dollars
EPA regulations and locking up more lands
Essential and centralized air service loss
Federal permitting
Federal/state regulations and locking up more lands (example – had 7 halibut charters in Coffman Cove, now only 1)
Ferry reduction
Fuel costs
Global economic problems cause drop in tourism
Major cruise ship issue that drastically reduces travelling public
National/global economic downturn
Natural disasters
Tax reductions - less to pay for infrastructure
Terrorism
Tour ships shift business to new destinations
Tourism, seafood, mining
Underfunded local infrastructure – communications, transportation, water usage, waste water treatment,
We are in competition with global markets and global markets have more resources