

7. Programs: Product Development

The proposed tourism product development program focuses on two key themes:

- Facilitating the destination product development and upgrading process to enable significant growth in the destination tourism sector (primarily the role of the JTP).
- Substantially enhancing the attractiveness of Juneau as a destination community (CBJ plays a partnership or direct role in collaboration with JTP and others).

The product development program has two main components:

1. Ongoing product development programs to support growth in the destination tourism sector.
2. Priority product development projects that will benefit both the cruise sector and destination travelers.

An overview of the program is provided in **Exhibit 7.1**. The implementation plan to undertake product development in the first year of operation of the tourism management plan is detailed in Chapter 10, based on the recommendations in the remainder of this chapter.

7.1 Product Development Programs

7.1.1 Tourism Standards/Product Quality

The planning team's review and assessment of the existing destination travel product reveals that, for the most part, it is not up to the standards expected of the high-end destination travel market. It is important to also note that it is rarely possible to successfully mix cruise passengers with destination visitors on the same tour, as expectations, aptitudes, and abilities differ substantially. Growth in the destination tourism sector will not be possible without product quality upgrading (generally across the board) and certification programs in specific sectors such as guides and tour operators.

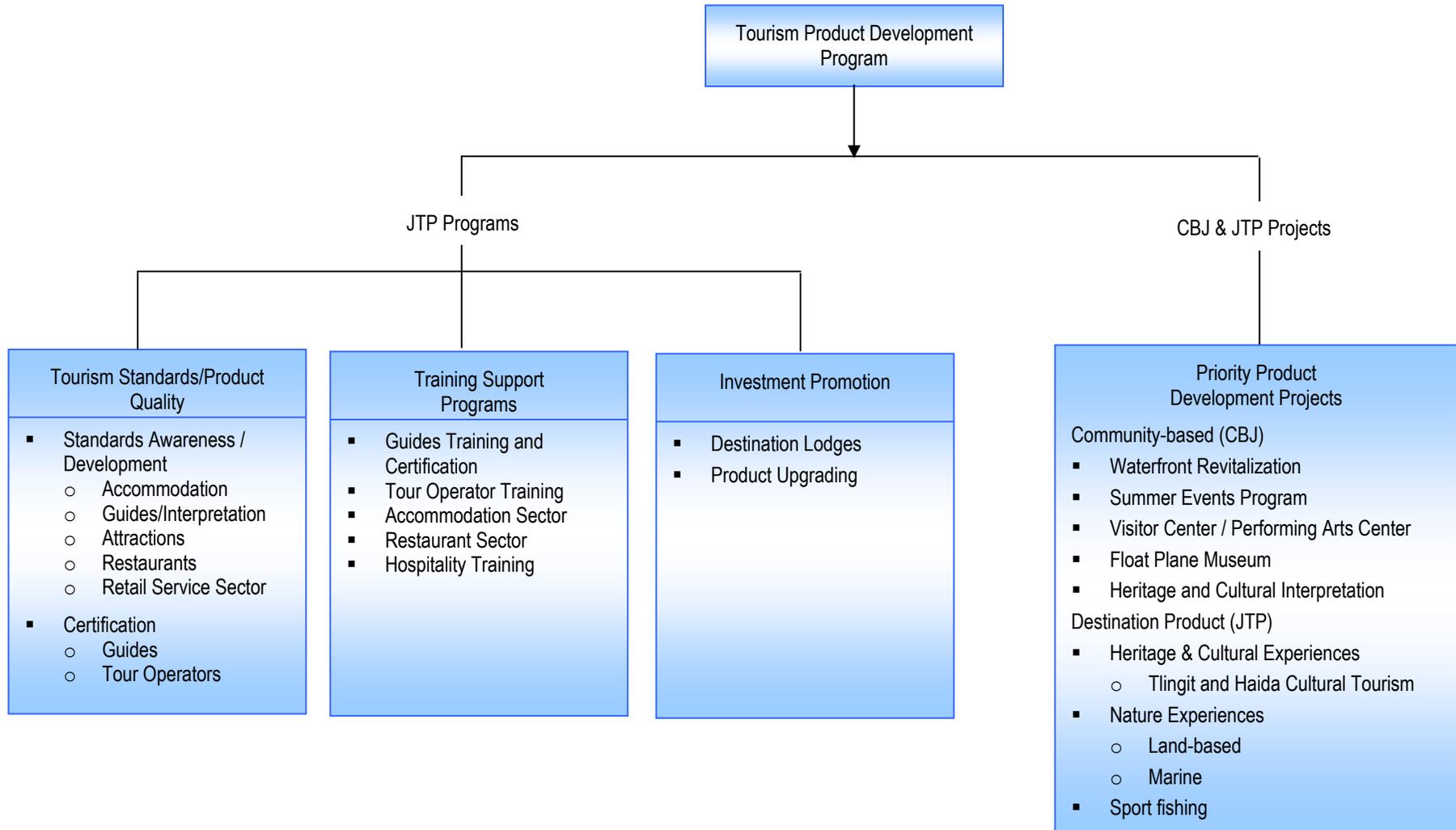
Given this situation, the JTP will implement a comprehensive standards awareness and development program for:

- The accommodation sector
- Guides and interpreters operating in tour situations or at fixed-roof facilities
- Attractions
- Restaurants
- Service sector

Standards awareness workshops are recommended for all groups to expose them to the standards expected by destination travelers in today's tourism markets. The JTP will need to assemble standards information and benchmarks for use in the workshops. In the case of guides/interpreters/tour operators, it is suggested that standards be developed specific to the Juneau situation along with a certification program. Standards, training programs and certification programs are available from many jurisdictions to assist the JTP in designing and delivering on this program.

For the purpose of that implementation, the recommended approach is to establish an industry working group on standards/certification and tourism training. The working group would be mandated with the task of working with the JTP executive director to identify standards and associated training requirements, and to prepare an action plan for industry consideration at the first annual November industry conference.

Exhibit 7.1:



7.1.2 Training Support Programs

The foregoing discussion on standards awareness is targeted to owners/operators. An integral part of the destination tourism initiative will be the delivery of a full suite of training programs for owners/operators and their staff. The JTP will facilitate the delivery of training programs in the following priority areas:

- Guides training and certification
- Tour operator training (both marine and land-based)
- The accommodation sector
- The restaurant sector

In addition to these priority areas, it is suggested that hospitality training be delivered for frontline workers interacting with visitors (not only the industry but also ferry, airport and other frontline personnel).

In line with the recommendations for standards and certification, it is recommended that the industry working group suggested above also take on the task of training support programs given the inter-relationships between the two.

7.1.3 Investment Promotion

A third component of the destination tourism priority is the promotion of investment in four areas critical to successful destination tourism activity:

- Destination lodges
- Product upgrading in both existing accommodation and existing tour and guiding operations
- New lodging and other tourism facility development
- New tour and guiding operators

A dual approach is suggested for investment promotion activities of the JTP.

Promoting Investment and Facilitating Ease of Access to Financing

The JTP will work with JEDC and local financial institutions to encourage and facilitate ease of access to financing for investments that further the aims of the adopted plan.

Strengthening the Planning Environment for Tourism Development

The CBJ comprehensive development plan has not been developed with a tourism future of the type we propose in mind. While the plan recognizes tourism, there are no provisions other than a general statement of its

importance. In order to meet the objectives for tourism set out in this plan, four planning related actions are recommended to strengthen the environment for planning. These include:

1. amending the plan to provide for an integrated waterfront development plan as discussed previously in this plan
2. amending the plan to reflect the provisions of this tourism management plan where appropriate, including a requirement to consider Juneau's tourism objectives and vision in review of planning applications outside of residential areas and in formulating planning policies for:
 - a. the downtown and waterfront
 - b. coastal areas
 - c. major transportation corridors and the airport
 - d. commercial areas
 - e. publicly owned land and facilities
3. amending the plan to designate areas for small scale lodging (bed and breakfasts, small hotels of up to 25 rooms) within the CBJ for which permits may be issued through administrative procedure through the following process:
 - a. The Director of Community Development works with the JTP to review the plan and identify areas within the CBJ in which tourism lodging and acceptable and desirable. In so doing, the typical standards for this type of lodging will be taken into account
 - b. The Director of Community Development recommends plan amendments to the Assembly based on the results of (a) above.
4. amending the plan to prohibit additional development of private cruise ship docking or lightering facilities that connect to road system of Juneau.

7.2 Priority Product Development Projects

Juneau, with some strategic investment, can improve the performance of tourism economically, socially, and with regards to natural and cultural resources. This section identifies priority development projects, identified by the planning team (based on noted strengths, product gaps, community-indicated needs or wants, and pressing development issues), that, each in its own way, present Juneau with unique venues for improving tourism

performance, business opportunities, local lifestyles, or to celebrate Juneau's heritage with tourism's help.

The first four projects are community-based (see Exhibit 7.1) focusing on enhancing the attractiveness of Juneau as a community destination. This will generate benefits for both cruise and destination tourism sectors. The remaining priority product development projects are largely oriented to the destination tourism sector although all can serve the cruise market as well. Implementation steps for these projects are described in Chapter 10.

7.2.1 Waterfront Revitalization

Juneau has a superb opportunity to strengthen its waterfront as a place for people and as a major attraction for both cruise and destination visitors. From a tourism perspective, waterfront redevelopment is a key strategy in any community tourism development plan.

The concept underlying successful waterfront development is the delivery of a quality, pedestrian-oriented "experience" to both residents of the city and their visitors. The better the experience, the greater the impact on resident quality of life and the perception of the city's image by visitors.

In short, an integrated and comprehensive waterfront plan is desirable - one that is broadly supported by the public and the private sector - to define and enhance public use and private sector investment opportunities. It should reflect a vision for the waterfront for Juneau residents and businesses and be fully integrated with and support the accepted tourism future for the City. In the planning team's view it is not just a logical next step based on the tourism management plan. It is much more than that - a key planning tool to guide the development and use of the waterfront in a comprehensive way for the benefit of Juneau's residents and businesses.

There is an urgency to this planning need that has been brought about by the deployment of a new generation of large (Panamax) cruise ships, already beginning to call on Juneau. Juneau's harbor is not configured appropriately for these ships and will need modification if they are to be accommodated.

Current Waterfront Plans and Projects

The planning team notes there have been a series of plans for various parts or functions of the waterfront but none appear to be integrated as part of any larger waterfront vision. The tourism planning process presents an excellent opportunity, through greater certainty about the vision and future for tourism activity in the City, to proceed with the development of a comprehensive waterfront plan, integrating the various plans that have been developed to date as appropriate.

The table below summarizes projects now being planned in the downtown waterfront area and the history of planning for the waterfront.

Project Title	Organization	Status	Scheduled Completion Date
Alaska Mental Health Land Trust	Alaska Mental Health Land Trust	Planning study	July 2002
Performing Arts Center Needs Assessment	Juneau Arts and Humanities Council	Programming and siting study	May 2002
Gold Creek Entrance Enhancement	CBJ Docks and Harbors	Habitat restoration	July 2002
Egan Drive – Whittier to Main	Alaska Department of Transportation	Enhanced pedestrian/traffic flows	December 2003
Egan Intersection Improvements (10 th Street)	Alaska Department of Transportation	Enhanced traffic flows/congestion reduction	December 2003
Steamship Wharf and Marine Park Improvement Project	CBJ	Planning and design	May 2003
Downtown Transit Center	CBJ Engineering Department	A multi-purpose 1,000 square foot staff building with facility for ticket sales	December 2003
Downtown Visitor Center Needs Assessment and Site Location	CBJ /JVCB	Programming phase	May 2002
Port Office	CBJ /Docks and Harbors Board	1,360 square foot office and visitor facilities to be located near People's Wharf	December 2002

In addition to these projects, the downtown waterfront has been the subject of many plans over the last several years. These are shown below.

Planning Document	Agency	Year
Downtown Waterfront Plan	Community Development Department	1986
Juneau Comprehensive Plan (1984) Updated in 1995	Community Development Department	Originally adopted by Assembly in 1984, with ongoing renewal
Juneau Coastal Management Plan	Community Development Department	Adopted by Assembly in 1986
Capital City Vision Project	Community Development Department	1997 (not adopted)
Juneau Waterfront Strategic Analysis and Improvement Plan, Phase 1	Docks and Harbors	2001 (adopted by Docks and Harbors Board)

This range of projects and studies indicates the need to pursue an integrated waterfront development approach, justified in part by the economic benefits that enhanced tourism can generate.

Waterfront Plan - Objectives and Scope

A key, early initiative of the tourism management plan should be the completion of a waterfront plan to provide direction for all stakeholders in the community and the tourism industry. The City Manager's office should take lead on developing this plan, with strong input by the Juneau Tourism Partnership, the Community Development Department, the Parks and Recreation Department, and the Docks and Harbors Board. The recommended requirements for the waterfront plan are set out below (see addenda for additional details, scope).

The objectives for the waterfront plan are recommended as follows, consistent with a waterfront that enhances the image of the community, adds to the quality of life for community residents, and facilitates tourism activity and investment:

- meets the needs and aspirations of the community, the cruise tourism sector and the destination tourism sector;
- effectively balances the desires of the community to enjoy its waterfront with demands of the tourism sector;
- builds on and enhances the cruise experience that Juneau already offers, strengthening its position as the premier cruise destination in Alaska;
- ensures that the plan recommendations maximize the potential from destination travel, with clear linkages to the needs and expectations of this segment of tourism for a community-based experience;
- ensures that the plan recommendations provide a strong base for strengthening the meetings and convention market for Juneau;
- ensures that the waterfront can serve as a venue for events and other activities for people, including major events that can become regular annual tourism products for Juneau;
- provides effective linkages between downtown retail facilities and the waterfront, promoting the area as an exciting place to for shopping and entertainment;
- develops waterfront development themes that capture the character of Juneau and its waterfront, are linked to tourism market positioning for the community, and function as "organizing elements" for waterfront development and activities; and
- transforms the image of Juneau's downtown and becomes an engine for economic development and contributes to attracting investment.

It is anticipated that the waterfront plan will, upon adoption, form part of the CBJ Comprehensive Plan.

The deliverables for the integrated waterfront plan should include:

1. a waterfront concept plan specifying vision and objectives for the waterfront, design guidelines taking into account community needs, the tourism perspective, and infrastructure requirements
2. a public process for the development of the waterfront plan that is both interactive and educational in illustrating ranges of design options and ideas with sketches and plans
3. a financial and tourism impacts analysis for the preferred concept
4. a detailed waterfront land use plan based on the preferred concept, specifying public and private spaces and translating design guidelines where appropriate into land use requirements
5. an implementation plan including:
 - an infrastructure development program and accompanying budget/schedule for public sector investment in infrastructure, parks and open spaces, pedestrian and vehicular circulation, and parking as appropriate - areas in which private sector investment will be encouraged (note that this program will finish the design and programming for the convertible space and Marine Park as indicated in Section 6.3.4)

7.2.2 Events program for downtown and waterfront

Juneau can build an events calendar to serve three distinct purposes:

1. Events can be used to draw local residents back into spending more time in downtown.
2. Events can be used to draw residents from neighboring communities to Juneau for special occasions, performances, and other amenities, strengthening Southeast Alaska relations and boosting Juneau's economy.
3. Juneau can share special events with visitors from around the world, using those events to position Juneau in both cruise and destination travel markets and bolstering low patronage times in the tourism cycle.

The rapid evolution of downtown, largely shaped by the development of outlying retail development, increased cruise volume, and cruise-related development, has broken many residents' habits of frequenting the downtown area and patronizing downtown businesses.

Marine Park concerts are one ongoing example of events that can revitalize the relationship between Juneau residents and downtown. The expansion of available public space in the Marine Park area, accomplished with the construction of convertible space alongside the Steamship Wharf (see elsewhere in this plan), opens the door to more community activities in the downtown area.

Downtown merchants should lead the process to plan events for “light-volume periods” during the 2002 and future cruise seasons, partnering with cruise-related businesses and CBJ Parks and Recreation Department. These events should “intend” to mix residents and visitors, provide high energy community activities, and be matched by open shops in the downtown retail core, even if no ships are in port. The events could invite residents to participate in flightseeing and other tours at special rates, serving to both entertain and educate.

The convertible space opens special event opportunities outside the cruise season, with the ability to set up multi-day events that draw Juneau to its downtown waterfront.

The proposed visitor center/performing arts complex (see section 7.2.3) would be able to host an ongoing schedule of concerts, theatre performances, regional music and performing festivals and competitions, and visiting presenters for both local residents and neighboring communities. Downtown Juneau merchants should prepare to serve the patrons drawn in from around Southeast Alaska by these events, and to service those who spend long hours in the facility practicing and preparing for the events.

Downtown needs to establish a standard for quality of appearance for shops that close seasonally. Boarded up windows and other similar approaches de-market downtown and hurt business (local and visitor) for those businesses investing in staying open. Such a standard should be adopted by the Downtown Business Association, but can also be addressed by the JTP if needed.

The Need for “Signature” Events

Juneau needs to develop one or more key annual events that establish Juneau’s tourism “brand” and solidify its position in both cruise and destination travel marketplaces.

An annual “Float Plane Rendezvous or Festival” typifies this type of event. Scheduled for a long weekend in May, the event would draw vintage and current float planes in from around the world and a substantial following of float plane enthusiasts. The cruises scheduled to come to Juneau during that time period could be pitched for the event, helping early season sales.

The event could include contests for best restoration of vintage planes, best bush pilot outfit, furthest distance traveled, etc. A float plane rodeo could showcase worldwide float plane uses, such as water drops (for fire fighting), a fishing derby based from float planes, and multi-stop races.

Juneau could bring in international financial support and energy in coordinating and publicizing the event, including investments by aviation and gear (clothing, equipment, etc.) manufacturers, credit card companies, oil companies, timber companies, etc. Juneau could possibly attract participation by Harrison Ford or another personality associated with float planes in entertainment media.

The event could be tied to Juneau's new float plane exhibits and could establish Juneau's position as a hub for adventure activities in Southeast Alaska. It should also be used to showcase quiet technology and to leverage funds to continue investment in quiet technology for Juneau's float plane fleet.

Other events may be conceived, with similar lines of thought. These should be used to leverage patronage of Juneau's tourism offerings during low cycles, to establish or reinforce Juneau's "brand" among either cruise or destination markets, and to enrich local residents.

Implementation Approach

The approach to implementation (described in Chapter 10) involves the following general steps:

- Develop and execute a full events and activities program to the extent possible for the summer of 2002
- Monitor results and evaluate events as part of the preparation of the 2003 program in time for the annual November review
- Initiate the creation of a signature event for Juneau beginning in June, 2002.

7.2.3 Visitor Center/Performing Arts Complex

In order to welcome and educate visitors, and to entice cruise passengers to become destination visitors, Juneau will explore options to design and construct a visitor center complex close to the cruise ship docks. That center could also serve as a key "bad weather" experience when other activities are less desirable or possible. As Juneau's cruise tourism season is less than half a year, the facility could be designed as dual purpose, also housing facilities for a performing arts center. ***This center is conceived as an icon for the new win-win relationship between Juneau and tourism.***

For the visitors, that center could be a multiple-faceted experience. Cruise ship passengers would find this center both a guide to the Juneau tourism offerings and an invitation to experience Juneau in ways that cannot happen on

a cruise stopover. The center might also house a world class media extravaganza (like an IMAX) that focuses on Tlingit culture, glaciers, bears, float planes or mining history. Over time, multiple productions could be rotated, offering repeat cruise passengers a reason to come back to this center. Programming during the cruise season should be designed to *not* compete with tour offerings, expanding on bad weather days to fill in when some tours have to be cancelled.

The center would, of course, be offered to non-cruise travelers as the hub of Juneau's visitor experience, with key opportunities to connect with experiences and products based out of Juneau - and an opportunity to learn about the natural and cultural environment of the destination.

From October through April the center could focus on hosting performing arts events for Juneau and neighboring communities. The facility that houses the media extravaganza in the summer might be a concert and theatre facility, with top quality acoustics. With a constant parade of events in the downtown area, and a perpetual flow of performers to practice in the facility, downtown business would be stimulated outside the cruise season. Restaurants and shops would have reason to be open to serve Juneau and visitors from neighboring communities.

Juneau could work with the cruise industry and other partners to jointly fund the development of the center. Operational expenses could be covered by a new dedicated passenger fee, making access to the center's performances free to cruise passengers - providing a new reason to board a ship calling on Juneau. This fee could cover part of the expenses for managing the facility on a year-round basis.

The Juneau Tourism Partnership will lead the discussions on the development of the center. The JTP will be responsible for exploring community consensus of support for and excitement about this project. The comprehensive waterfront plan can identify potential locations for such a facility. The Assembly can, if the project is supported in Juneau, work with the JTP to find planning funds, to secure the site, and to leverage funding for the facility.

Note that there are existing downtown visitor center planning efforts underway (see table in section 7.2.1) by the CBJ/Docks and Harbors Board and the CBJ/JCVB. Similarly there is a study underway for the Juneau Arts and Humanities Council. Those plans could be consolidated into this facility, with the understanding that other efforts at serving arriving visitors will need to take place until this facility is operational. JCVB should have a significant role in development and operation of this center.

7.2.4 Museum of Float Plane History

Float planes have been an important part of Juneau's history, and an important element in the development and culture of Southeast Alaska. Float planes hold a special mystique for travelers, both cruise and destination. Float planes are a special part of Alaska's heritage and should serve, together with the capital, as a draw for in state visitors and extra points when Juneau competes for regional conventions.

Juneau will explore the option of assembling a set of float plane exhibits, outdoors, along the waterfront near downtown and the cruise ship docks. The exhibits, some featuring vintage planes, will be accompanied by a walking map, interpretive signs relating float plane facts and history, and, possibly, a set of indoor exhibits.

The Juneau Tourism Partnership will take the lead on the Float Plane Museum discussion. The JTP will work with local float plane operators, historians, civic groups, and the CBJ to build a possible plan of action. Some appropriate outdoor exhibit spaces will be identified in the comprehensive waterfront plan. Others may be found back from the waterfront area. Once the basics of a plan are in place and community support is tested, the JTP will work with partners to raise funds to procure and restore vintage aircraft, and to develop exhibits.

Note that this outdoor museum project ties closely with the float plane event described elsewhere. Both are dependent on the satisfactory resolution of noise-related issues.

7.2.5 Heritage and Cultural Interpretation Enhancement

There are several aspects to Juneau's human-based heritage and culture that can be enhanced for locals at the same time they enrich the experience of visitors to Juneau and help bolster the tourism economy. Some enhancements simply require focused promotional efforts, while others require infrastructure or programmatic investment.

A short list of major foci include:

- The Alaska State Capitol and Governor's Mansion
- Tlingit culture
- Juneau's gold mining history
- State and local museums

The Alaska State Capitol and Governor's Mansion

The Alaska State Capitol and Governor's Mansion have been an interesting part of Juneau's cruise tourism product. Being "in" Alaska's Capital City has been an important part of the draw for ships to stop in Juneau, as many from the lower 48 have enjoyed keeping a checklist of state capital visits. Many have enjoyed seeing the State Capitol and Governor's Mansion from a tour bus window, but comparatively few have invested time and money on guided tours.

The capital experience will be a nice addition to destination travel itineraries, but will not become a major draw. However, Juneau can work to build a flow of in-state visitors to explore the capital, including school groups. In doing so, it can solidify the location of the capital and enhance tourism revenues during seasonal lows.

The Juneau Tourism Partnership will work with Alaska Marine Highway, Alaska Airlines, tour operators and local lodging providers to build a set of packages for in-state travelers to visit the capital. School groups will be encouraged to visit Juneau, perhaps tying the visit to regional or state sporting or academic events. Historic associations will be encouraged to hold meetings in Juneau, accessing the capitol building, the float plane museum, gold mines, and museums.

Tourism Exploring Tlingit and Haida Cultures

One of the most sought after tourism products in cruise, high-end nature and adventure tourism markets; legitimate cultural tourism represents a significant opportunity for Juneau and for local Tlingit people. Legitimate cultural tourism, unlike earlier tourism styles that focused on staged showy performances with little integrity, reflects a growing demand for learning and integrity as a part of the tourism experience.

There are some Tlingit and Haida tourism experiences and products available in Juneau and Southeast Alaska, primarily to cruise ship passengers. Ketchikan is known as the place to see totem poles. Haines is noted for its carvers. Goldbelt's film gives visitors a glimpse into the culture. But, there is little in the way of visitor opportunities to spend significant quality time learning about the Tlingit culture, or seeing Southeast Alaska's wilderness through Tlingit eyes. There is certainly a hunger, among travelers, for a more intimate look into this culture, which can be converted into economics and cultural reinforcement for local Tlingit people.

The JTP will work with both Goldbelt and Sealaska to explore opportunities that focus on meaningful experiences, cultural respect and integrity, and economics that work for local Tlingits and the corporations. Marketing efforts will be designed to celebrate these cultures and to enhance the ability for Tlingit people to deliver cultural tourism experiences and to present Tlingit artwork and artisanship.

Gold Mining

Gold played a very important role in Juneau's history and still plays a very important role in drawing tourism to Alaska. Juneau, however, has not adequately converted its historical experience with gold mining activities into significant interpretive or economic activities. Even with all that Skagway has done to capitalize and build on the gold mining heritage, there is room for Juneau in this marketplace.

The narrow roads of downtown Juneau constrict the development of volume tourism into Last Chance Basin. The basin, the heritage site, and the wealth of lore and artifacts present an opportunity to develop a set of high quality/low volume tourism experiences that will be attractive to both Alaskans and outsiders seeking to explore the gold mining heritage.

Juneau has the opportunity to develop both "living history" and "participatory" components to a gold mining tourism sector. The JTP will work with local enthusiasts of the gold rush era to find ways that Juneau's gold rush heritage can be shared in ways that enhance economics without compromising integrity.

State and Local Museums

Juneau, as the Alaska State Capital, houses important state historical collections. The Alaska State Museum, together with local museums, represent an important tourism opportunity, so long as Juneau understands the regional and niche nature of these products.

The Alaska State Museum is of primary interest to Alaskans, but can also supplement other visitors' experiences. The most important tourism value the museums have for Juneau is to draw Alaskans to Juneau. This "Alaskan" component of Juneau's tourism economy can be managed to level out the low patronage periods associated with cycles to Juneau's other tourism experiences and legislative sessions.

The JTP will work with museum managers, hoteliers, the Alaska Marine Highway System, and Alaska Airlines to devise campaigns aimed to draw Alaskans to Juneau at times when room nights are most needed and inter-Alaskan travel is light. To some extent, this marketing effort can extend to history buffs beyond Alaska, with promotional communications passing through history associations.

In order to commence work on strengthening heritage and cultural interpretation experiences as part of the tourism product, we have recommended the formation of two working groups from industry:

- the first to address fixed roof tourism products (e.g. museums); and
- the second to address guided experiences.

Both working groups would include representatives from the destination and local cruise industry. Each would prepare action plans working with the JTP and present preliminary ideas at the annual November conference in the fall of 2002. Following input at that conference, the plans would be refined and become formal programs of the JTP for implementation in collaboration with industry and others as appropriate.

7.2.6 Destination Product

Nature Experiences

Nature and man's adaptation to the natural world of Southeast Alaska are the dominant tourism products Juneau has to offer to both cruise and destination travelers. Juneau has, in the past excelled at establishing a reputation as a "nature tour" cruise stop. Juneau has not established this reputation among potential destination travelers. A key finding that will drive this part of the plan is that most, if not all, of Juneau's natural tourism product can also be delivered elsewhere in Southeast Alaska.

Juneau will work to solidify its position as the premier "tour" stop among Southeast Alaska cruise destinations. To keep that ranking, Juneau will:

- work to maximize quality of experience,
- work to maximize quality of interpretation,
- track competing products,
- find new, innovative nature tour products to offer, and
- use marketing to focus cruise patrons on Juneau's tours.

The Juneau Tourism Partnership will manage the process of protecting Juneau's position as a leading cruise "tour stop". It will be responsible for researching competing products in Southeast Alaska. It will work with Juneau guides to provide them with access to skill-building training and interpretive data. It will encourage the development of a guide association and the establishment of guiding credentials. It will host an ongoing tourism discussion on product innovation and will assist local entrepreneurs in launching innovative new products. The JTP will manage the marketing efforts to strengthen potential cruise patrons' knowledge of and desire to experience Juneau's tour products.

Juneau will establish its reputation as a premier natural destination for outdoor enthusiasts, for soft adventure travelers, and for people seeking a rich natural heritage experience. That effort will require product development, product refinement, guide training, market analysis, and marketing. Note again that destination travelers and cruise passengers are better served on separate tour experiences.

The nature-based destination experiences that Juneau should focus most aggressively on include:

- Glacier activities such as trekking, exploring, participatory research, and ecology; as combined with small boats, helicopters, float planes, dog sleds, and foot travel
- Bear-related activities such as photography, ecology, participatory research
- Wildlife watching, photography, participatory research, ecology (both terrestrial and marine species, with experiences utilizing small boats, kayaks, helicopters, and float planes)
- Coastal ecosystem exploration and interpretation, ecology, photography, and participatory research using small boats, kayaks, float planes, and foot travel
- Forest ecosystem exploration and interpretation, ecology, photography, and participatory research using foot travel

The Juneau Tourism Partnership will lead the drive to build Juneau's product for and reputation among destination travelers. It will work with existing tour businesses to build new products oriented to this group of travelers. Similarly, some existing products currently offered to the cruise market may be refined for destination travelers. Destination products will contrast with current cruise-related products in the following manner:

- Experience length will range from a few hours to several days
- These travelers will expect a deeper level of interpretation - less entertainment and more depth of knowledge
- Many of these travelers will be physically prepared to engage in more demanding activities than the majority of cruise passengers
- Many of these travelers will come with, or purchase in Juneau, appropriate outdoor clothing and gear
- Destination experiences with smaller groups of patrons and higher guide to patron ratios are expected by these travelers

The Juneau Tourism Partnership will sponsor training programs to help guides prepare to meet the needs of destination travelers. The JTP will sponsor training programs focusing on interpretive content. The JTP will work with Juneau Public Libraries to enhance the availability of interpretive materials on the natural history of Southeast Alaska.

The Juneau Tourism Partnership will, through its contracted development of a tourism marketing plan, research niche and geographic markets that are a match for Juneau's current and projected destination tourism experiences. The JTP will dedicate much of its marketing energies and budget to building market awareness for Juneau's natural attractions and experiences among key targeted niche and geographic markets. Those efforts will result in Juneau having a real presence among several key markets that facilitates the ability of individual businesses to capture a steady stream of reservations.

Juneau will work with other Southeast Alaska destinations in establishing market demand for regional experiences. Familiarization tours for media and travel professionals should include both Juneau and complimentary Southeast Alaska destinations. On that same vein, the JTP will encourage packaging that includes attractions and experiences throughout Southeast Alaska.

The Juneau Tourism Partnership will pay particular attention to the satisfaction level of Juneau's destination nature travelers. The JTP will coordinate with local tourism businesses to build a database of visitors. The JTP will survey those visitors, glean knowledge that will help Juneau shape and refine its nature experiences. And the JTP will develop an ongoing communication with those past visitors, seeking to encourage them to visit again and to send friends and family to Juneau.

Sport Fishing

Sport fishing has long been a mainstay for Alaska tourism product. Southeast Alaska's reputation for both freshwater and saltwater fishing extends around the globe. Juneau is a great base for fishing adventures, with both boat and float plane departures to exciting salt water, lake, and stream fishing. Juneau's fishing experiences are enhanced by spectacular scenery and the constant opportunity to share fishing with brown and black bears.

With all that said, Juneau has not adequately established itself as a fishing destination. Those seeking to sell guided fishing experiences or fishing lodge experiences sell into a market that has been cultivated for Alaska as a whole or the Southeast. With its extensive charter air connections to the rest of Southeast Alaska, and the great selection of guided experiences based in or near Juneau, Juneau will work to define itself as the Southeast Alaska hub for fishing experiences.

The JTP will work with charter air, charter fishing, fishing lodges, fishing guides, Alaska Airlines, the Alaska Ferry System, local lodging operations, and local outfitters to build more marketable packages. It will also work, through its marketing contracts, to establish Juneau as a premier fishing destination.

Product Development Implementation

Implementation includes the formation of a working group with a specific mandate to set up pilot testing for packaged products in cultural, nature and sport fishing areas. Part of this effort will include the organization and execution of a working conference with international and national specialty tour operators to assess existing product, product potential and to identify product development strategies. See Chapter 10 for the recommended steps and schedule for implementation of this project area.

7.3 Aligning Priority Projects with Current Priorities

The CBJ develops a list of proposed projects on an annual basis for funding under the passenger fee funds envelope. The list is developed by a committee of industry and CBJ representatives for approval by the Assembly.

For future project identification efforts, it is recommended that the project identification process be incorporated as part of the annual tourism sector review, managed by the JTP. Specific project ideas would be considered during the annual review and a recommendation made by the JTP to the Assembly for adoption.