

VISITOR INDUSTRY TASK FORCE (VITF 2.0)

AGENDA

January 15, 2026 at 5:30 PM

Assembly Chambers/Zoom Webinar

<https://juneau.zoom.us/j/83826098583> or call 1 (669) 444-9171 Webinar ID: 838 2609 8583

City Hall Assembly Chambers - 155 Heritage Way, Juneau AK

- A. CALL TO ORDER/ROLL CALL**
- B. LAND ACKNOWLEDGEMENT**
- C. APPROVAL OF AGENDA**
- D. AGENDA TOPICS**
 - 1. Port Communities of Alaska — Regional Dynamics**
- E. COMMITTEE MEMBER COMMENTS & QUESTIONS**
- F. MEETING SCHEDULE CHANGES/NEXT MEETING DATE**
- G. SUPPLEMENTAL MATERIALS** (added here if needed)
- H. ADJOURNMENT**

ADA accommodations available upon request: Please contact the Clerk's Office 36 hours prior to any meeting so arrangements can be made for closed captioning or sign language interpreter services depending on the meeting format. The Clerk's Office telephone number is (907) 586-5278, e-mail: city.clerk@juneau.gov.



Regional Dynamics

Alexandra Pierce
Visitor Industry Director

The logo for Port Communities of Alaska is a circular emblem. It features a teal outer ring with the words "PORT COMMUNITIES" at the top and "OF ALASKA" at the bottom in white, bold, sans-serif capital letters. In the center of the circle is a white map of the state of Alaska, filled with a solid blue color.

About Port Communities of Alaska

Port Communities of Alaska is a statewide network of municipalities that receive cruise ships. We started in 2020 as an informal monthly meeting to discuss the challenges of managing an uncertain cruise tourism market during the pandemic. Our work expanded to collaborating on the unique issues of managing, balancing, developing or limiting cruise tourism in a region-wide context. Our representatives are municipal employees or designees, and our focus is the nexus between cruise tourism and community.

Our Mission:

PCOA's mission is to support collaboration among local governments with responsibilities impacted by cruise ship activities, ensuring regional strategy alignment.

Our Vision:

The vision of the PCOA is to serve as a not-for-profit professional organization for officials and employees of Alaska's cruise port cities and boroughs to exchange ideas and discuss common port issues.

Purpose and Intent



Cruise tourism functions as a network and the fortunes and challenges of individual ports are linked

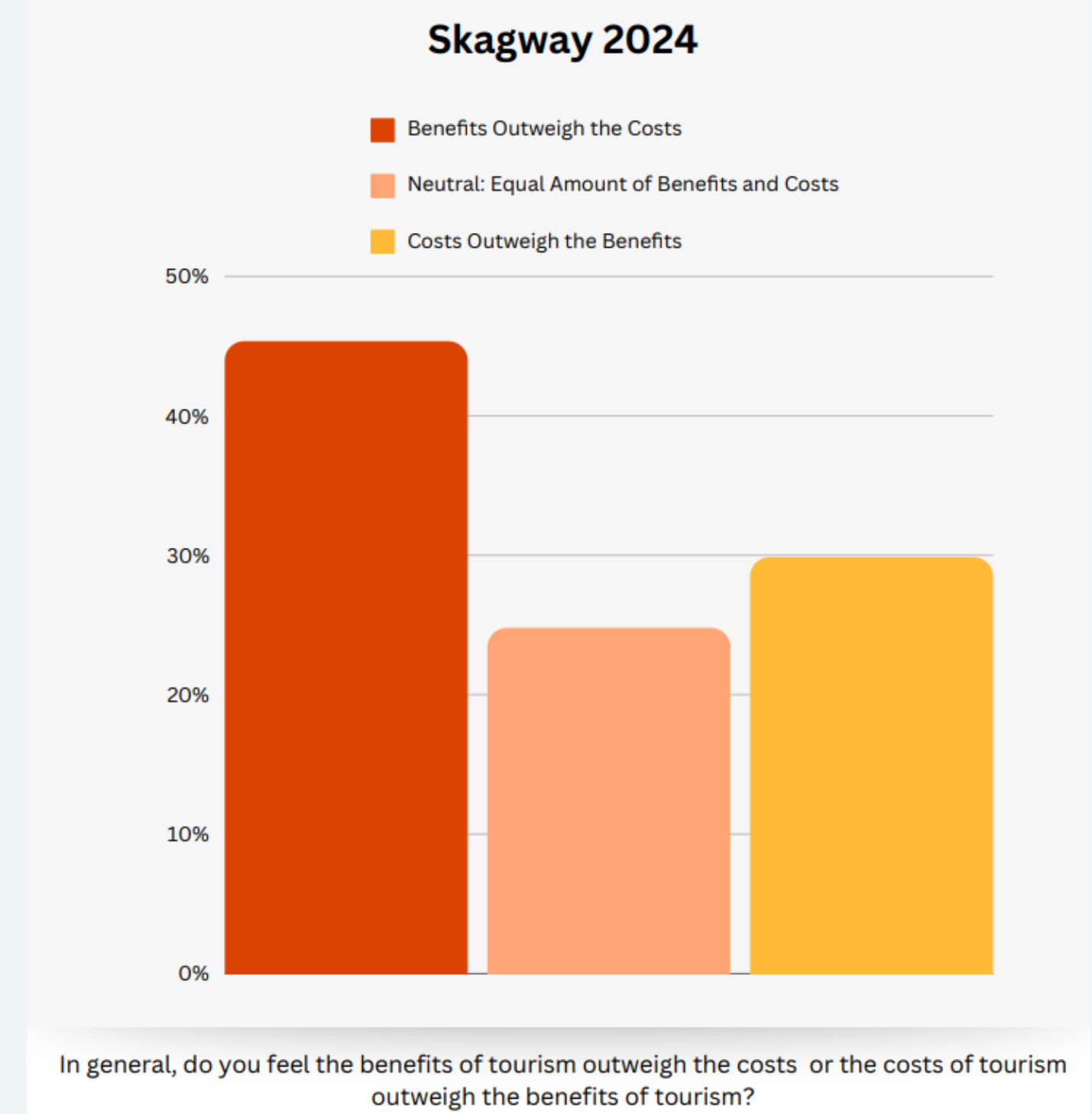
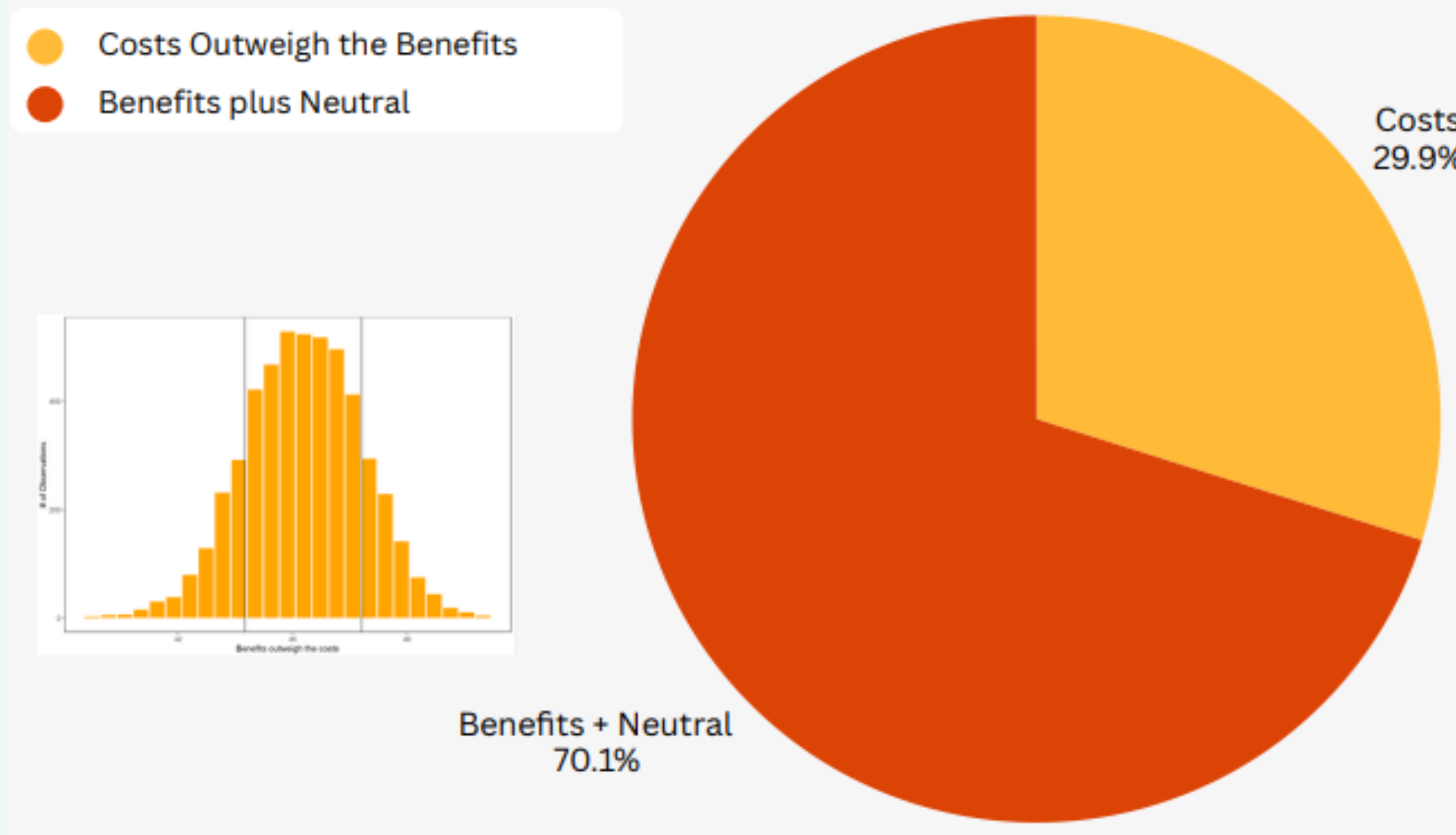


Most regional ports have conducted public processes around cruise tourism over the past several years



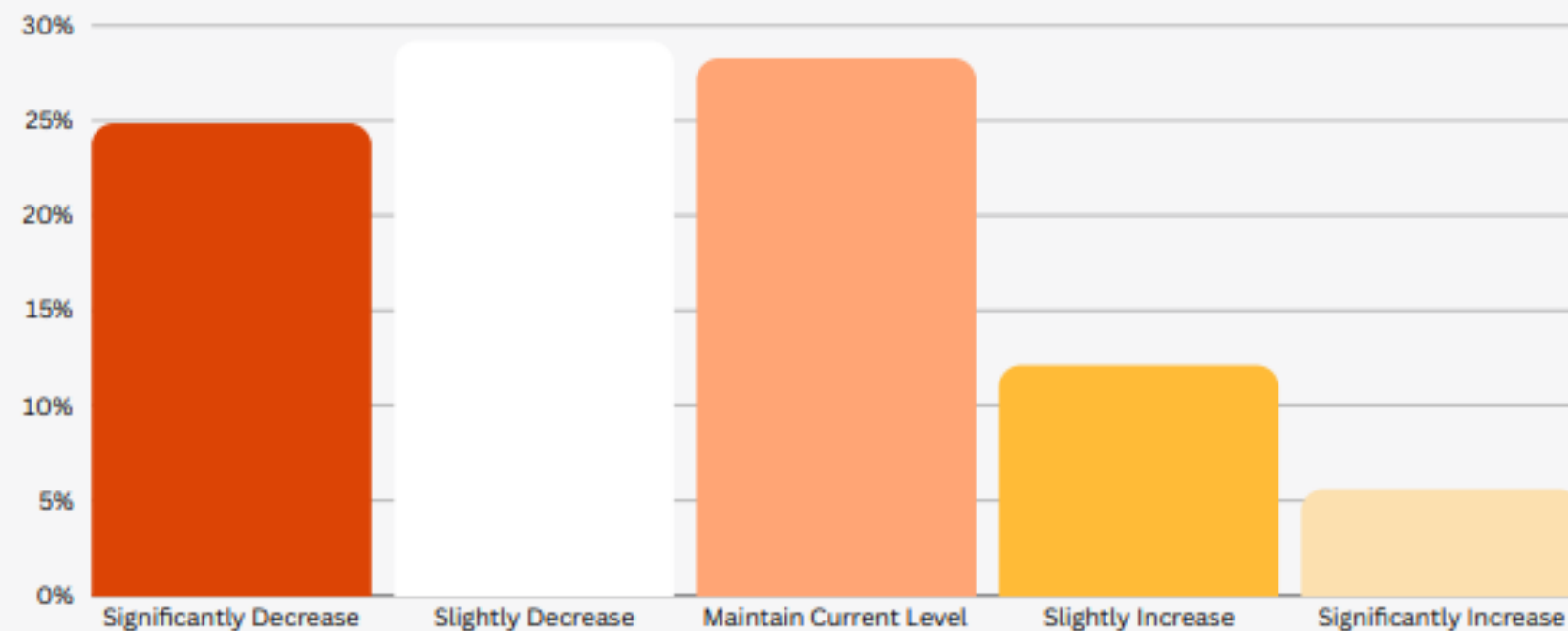
Port Communities of Alaska has compiled the key outcomes to identify shared issues across the region

Skagway – Resident Sentiment Survey

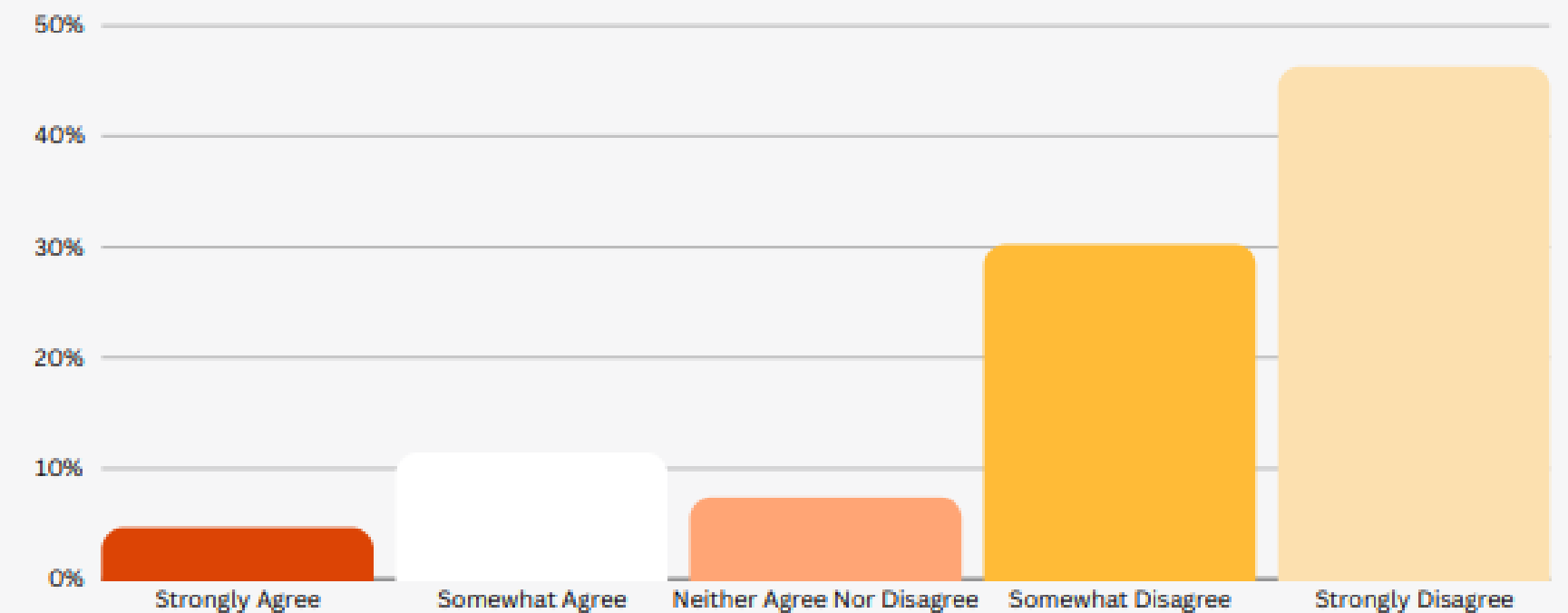


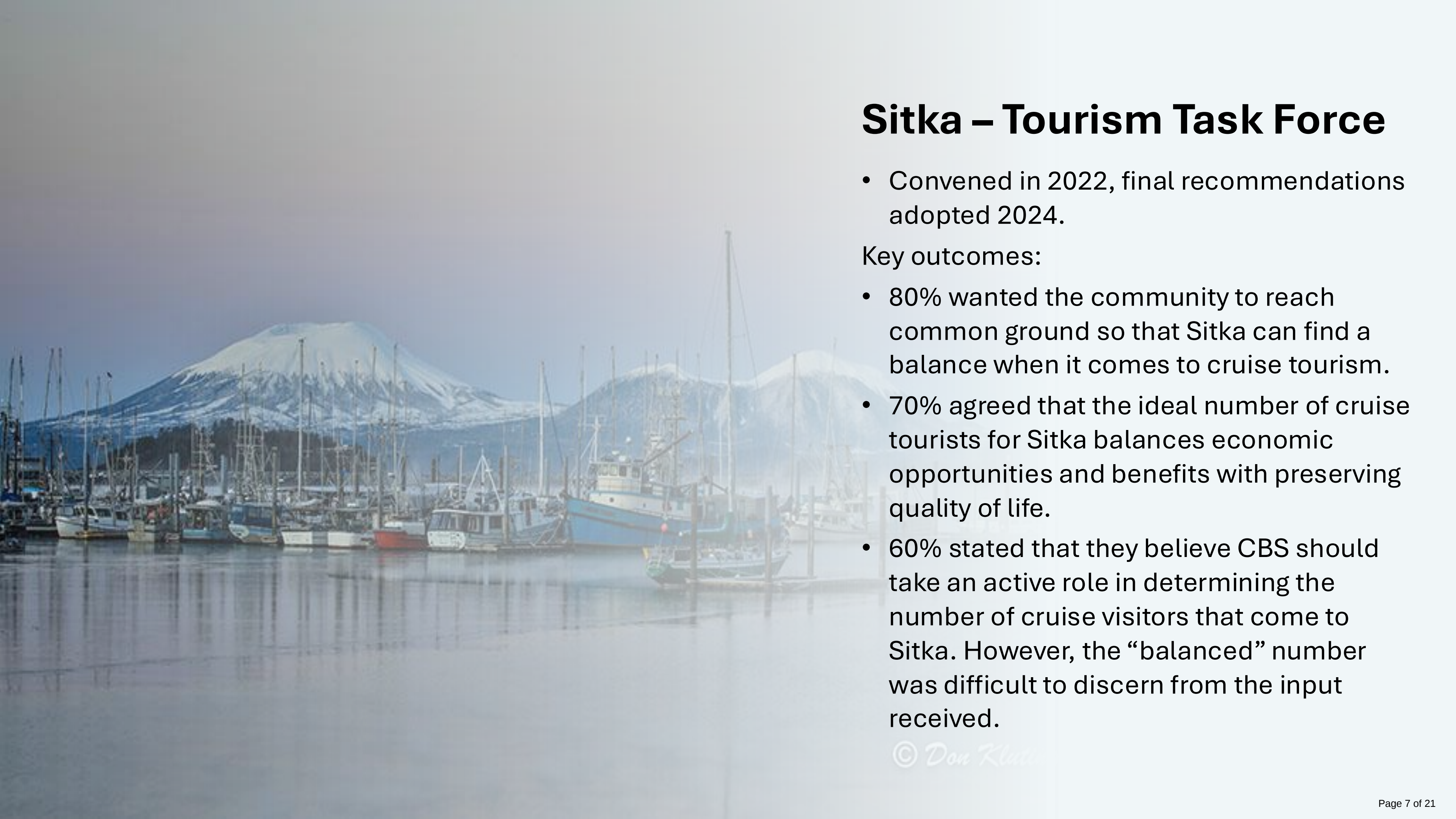
Skagway – Resident Sentiment Survey

Tourism Development



Infrastructure



The background of the slide is a photograph of a harbor in Sitka, Alaska. Numerous fishing boats are docked at piers in the foreground. In the background, large, rugged mountains are covered in snow. The sky is overcast and grey.

Sitka – Tourism Task Force

- Convened in 2022, final recommendations adopted 2024.

Key outcomes:

- 80% wanted the community to reach common ground so that Sitka can find a balance when it comes to cruise tourism.
- 70% agreed that the ideal number of cruise tourists for Sitka balances economic opportunities and benefits with preserving quality of life.
- 60% stated that they believe CBS should take an active role in determining the number of cruise visitors that come to Sitka. However, the “balanced” number was difficult to discern from the input received.

© Don Klut

Sitka – Tourism Task Force, Directive 1

1. Pursue mutual agreements with the industry
(Daily passenger caps set in 2025)
2. Flatten the (growth) curve
3. Take out the peak
4. Designated quiet days
5. Shorten the length of the season
6. Continue collecting data
7. Prioritize initiatives that enhance and protect Sitka's character and quality of life

Ketchikan – Community Listening Sessions

- **The quality of life for residents is directly impacted by tourism-related challenges**
 - A focus on improving the local experience will inherently benefit tourism by creating a more authentic, sustainable, and desirable destination for travelers. When a place is a great place to live, it becomes a great place to visit
- **Infrastructure for visitors is outdated and insufficient**
 - Poor pedestrian safety, limited public restrooms, inconsistent Wi-Fi/cell service and traffic bottlenecks detract from visitor experience
- **Sustainable and long-term growth is limited by a lack of diverse, year-round infrastructure**
 - Critical need for action on the housing shortage, childcare and healthcare needs, and lifestyle support for a year-round population and business environment
- **Strong community desire for collaboration & forward-thinking planning**
 - Community members expressed a desire for more collaboration to address shared problems with a proactive, action-oriented approach to planning for the future

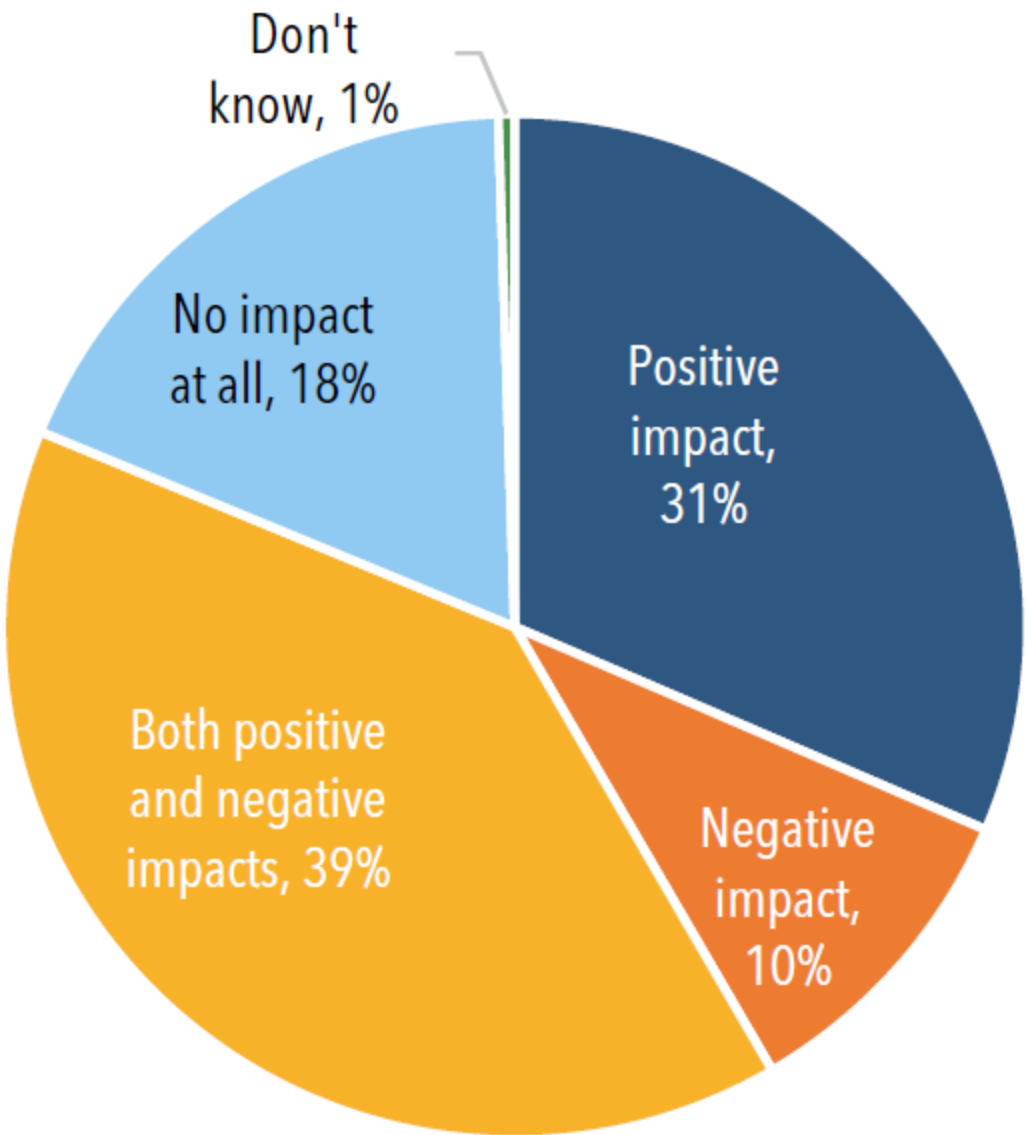
Ketchikan Gateway Borough – Tourism Strategy

Goals:

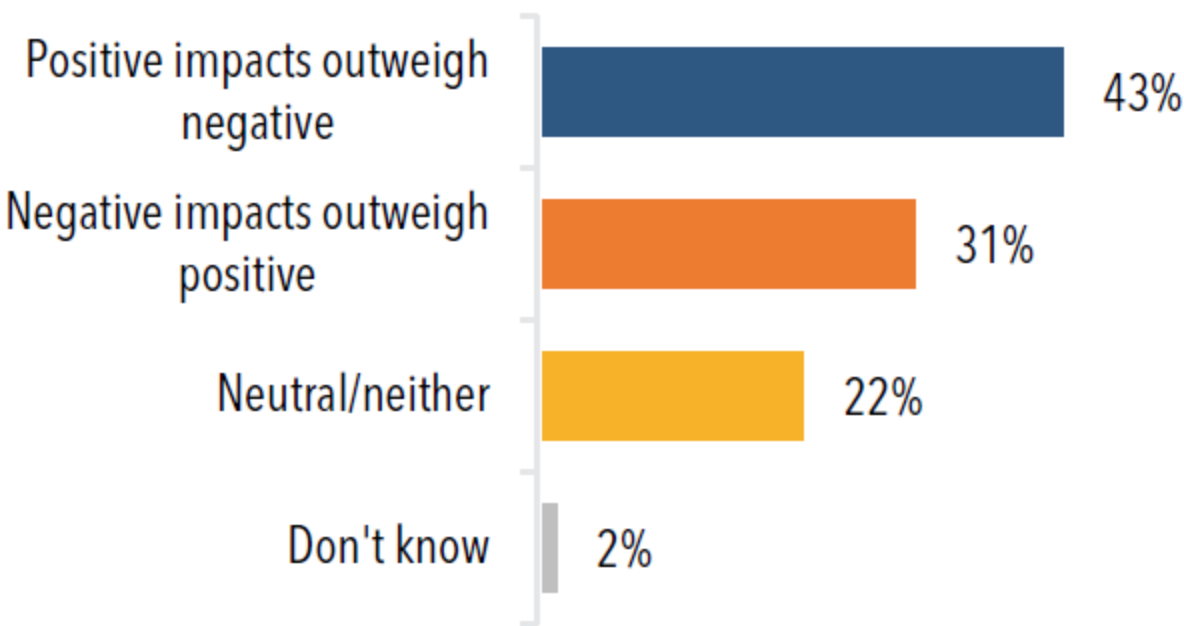
1. Manage visitor flows and operator impacts during tourism peak season
2. Position Ketchikan as a year-round destination
3. Strengthen community engagement and communications around tourism
4. Increase tourism workforce stability
5. Improve mobility and reduce tourism related traffic congestion
6. Support season and year-round solutions for workforce housing
7. Monitor holistic impacts of tourism
8. Establish and implement collective tourism governance

Juneau – Community Tourism Survey

Do you feel the visitor industry has an overall positive impact, negative impact, both negative and positive impacts, or no impact at all on your household?

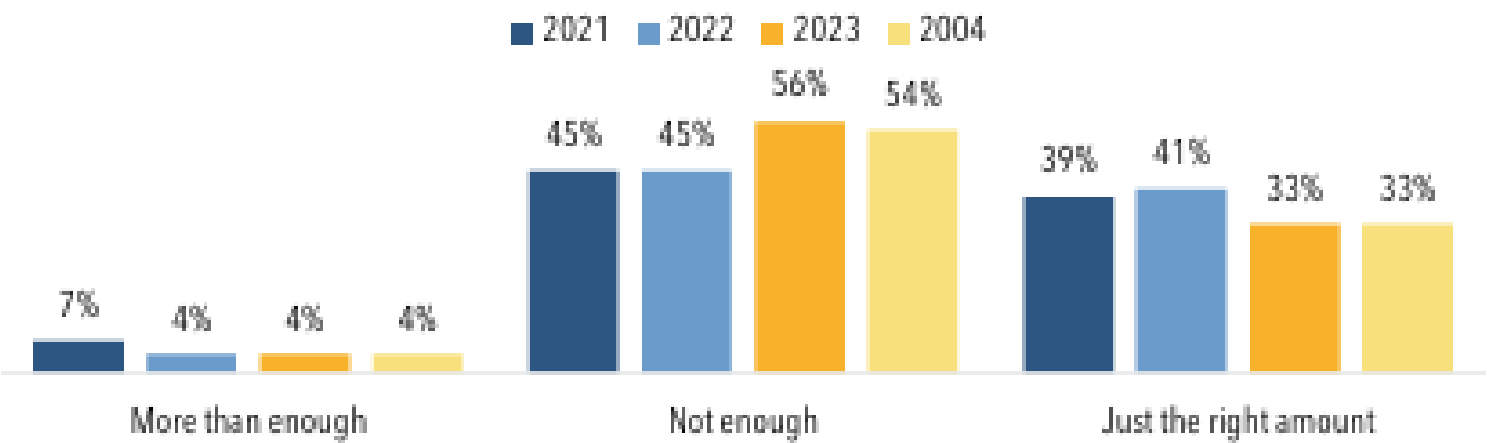


Among those who responded "Both:" Do you feel the positive impacts outweigh the negative impacts or the negative impacts outweigh the positive impacts?

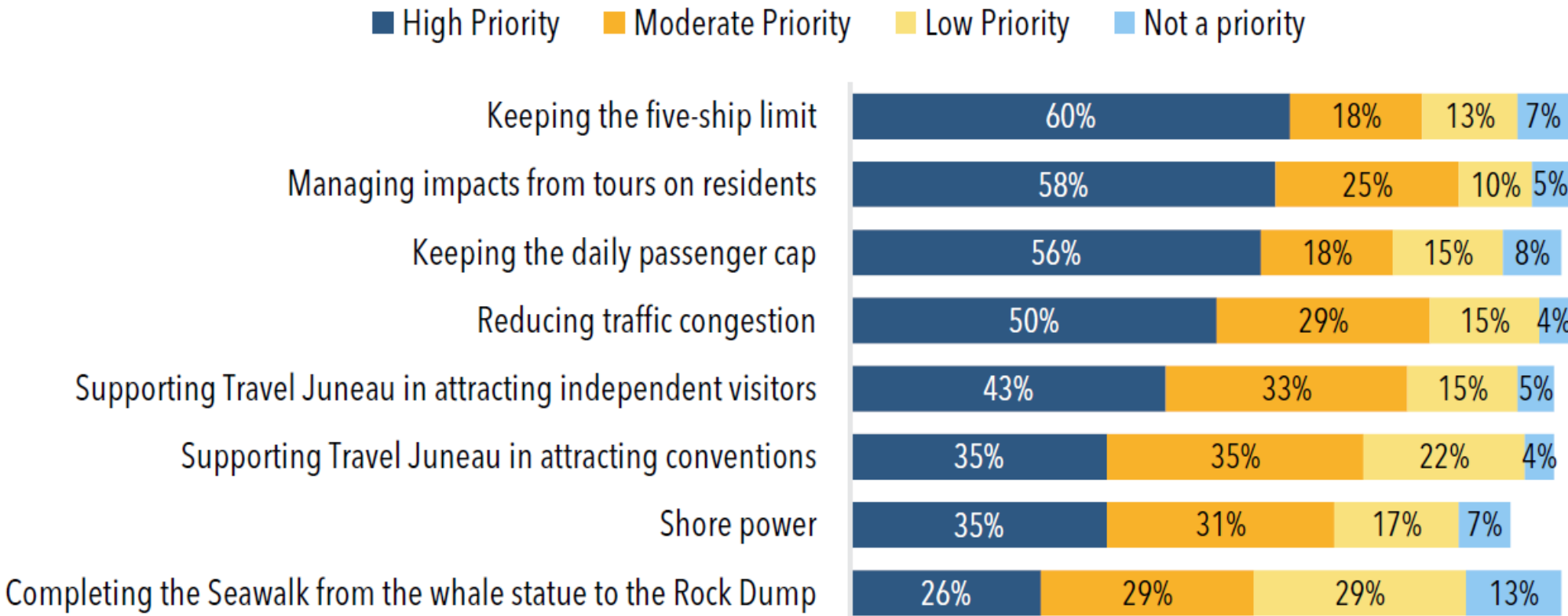


Juneau – Community Tourism Survey

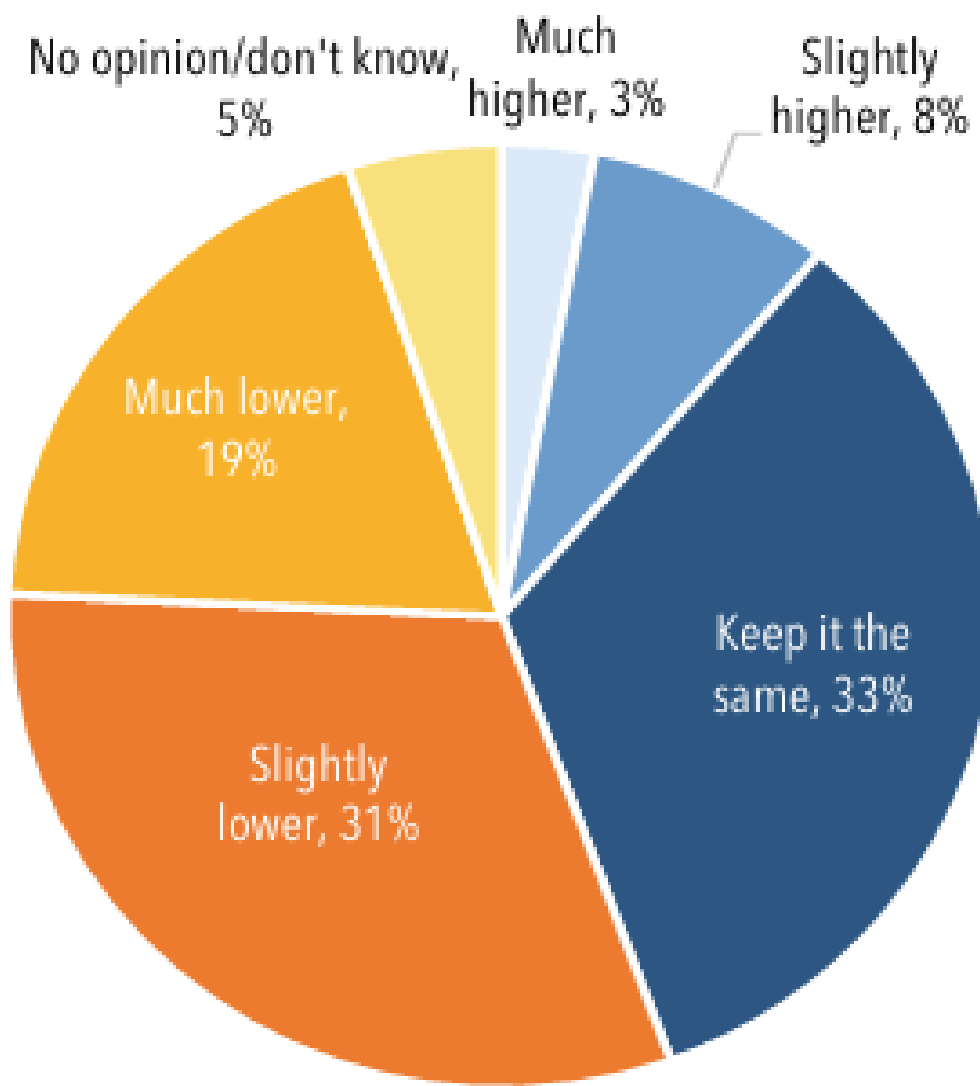
TREND: Is CBJ doing more than enough, not enough, or just the right amount to manage the impacts of the visitor industry? 2021 to 2024



Should CBJ place a high priority, medium priority, or low priority on each of the following items?



What is your preference for future cruise passenger volume in Juneau?

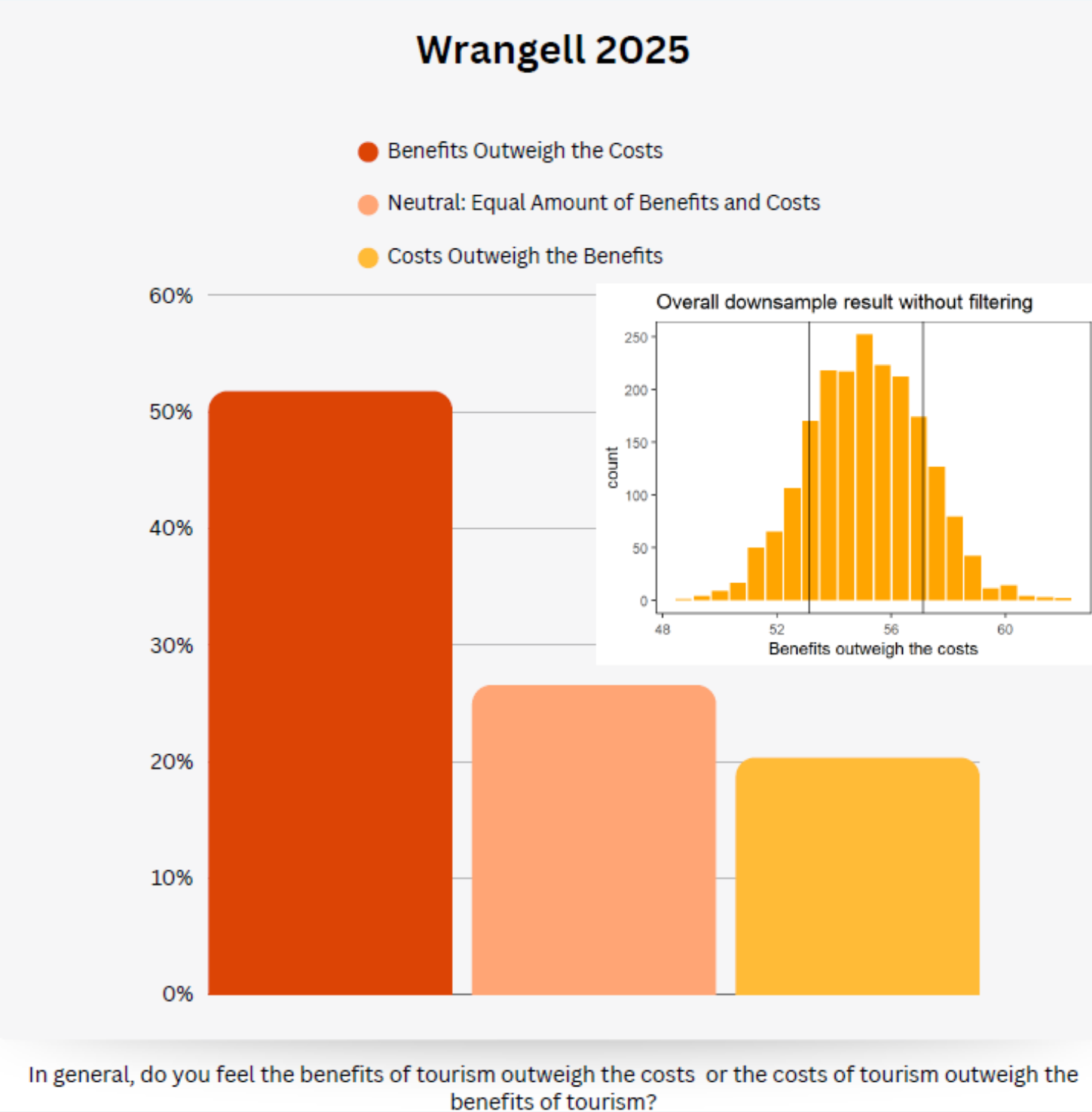
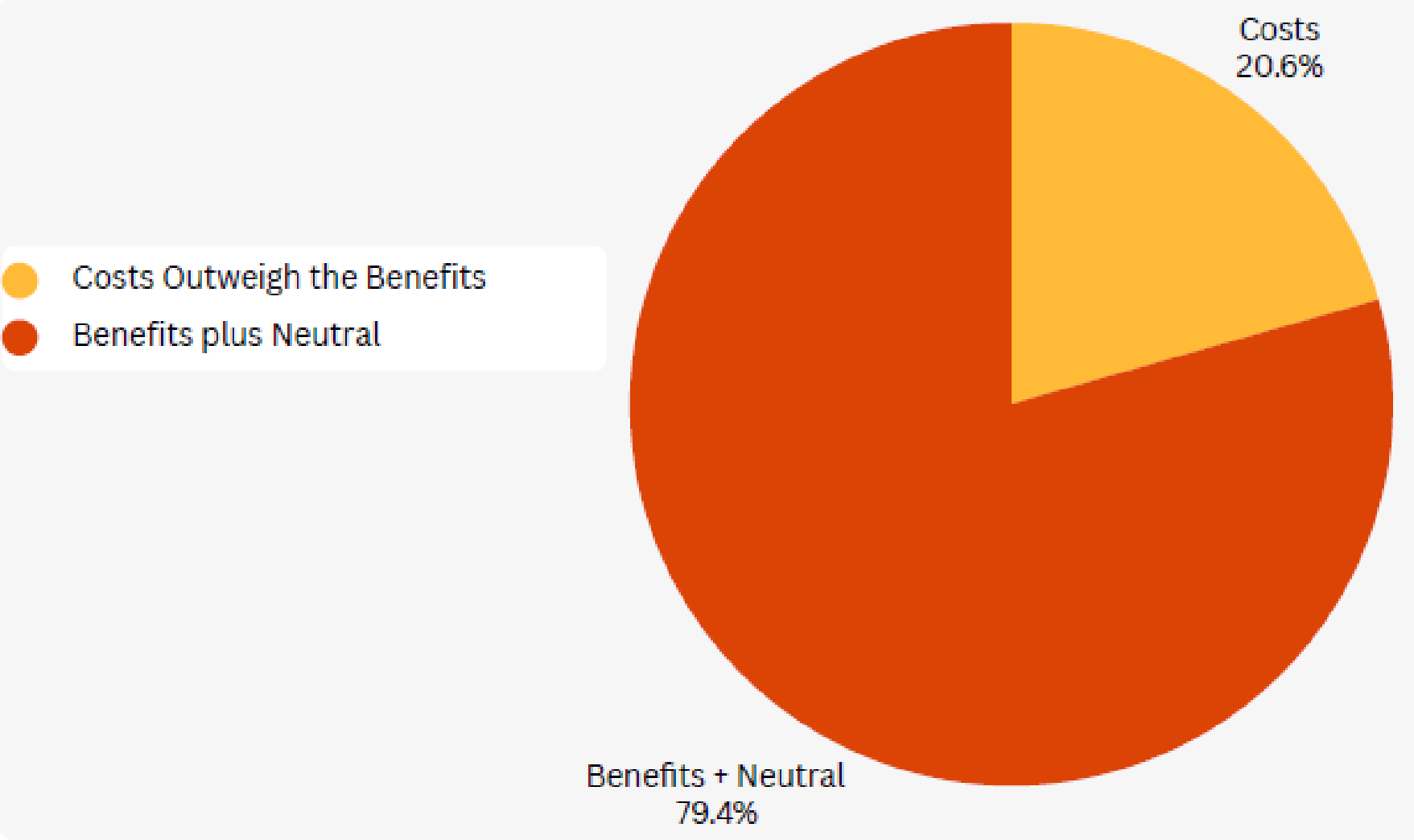


Juneau – Visitor Industry Task Force

- Convened 2019-2020
- Developed 45 recommendations for visitor industry management in Juneau
- MOAs with the cruise industry direct result of VITF
 - 2022 – behavioral MOA
 - 2023 – five ship limit
 - 2024 – daily passenger caps (16,000 Sunday-Friday, 12,000 Saturday)
- VITF 2.0 launched December 2025

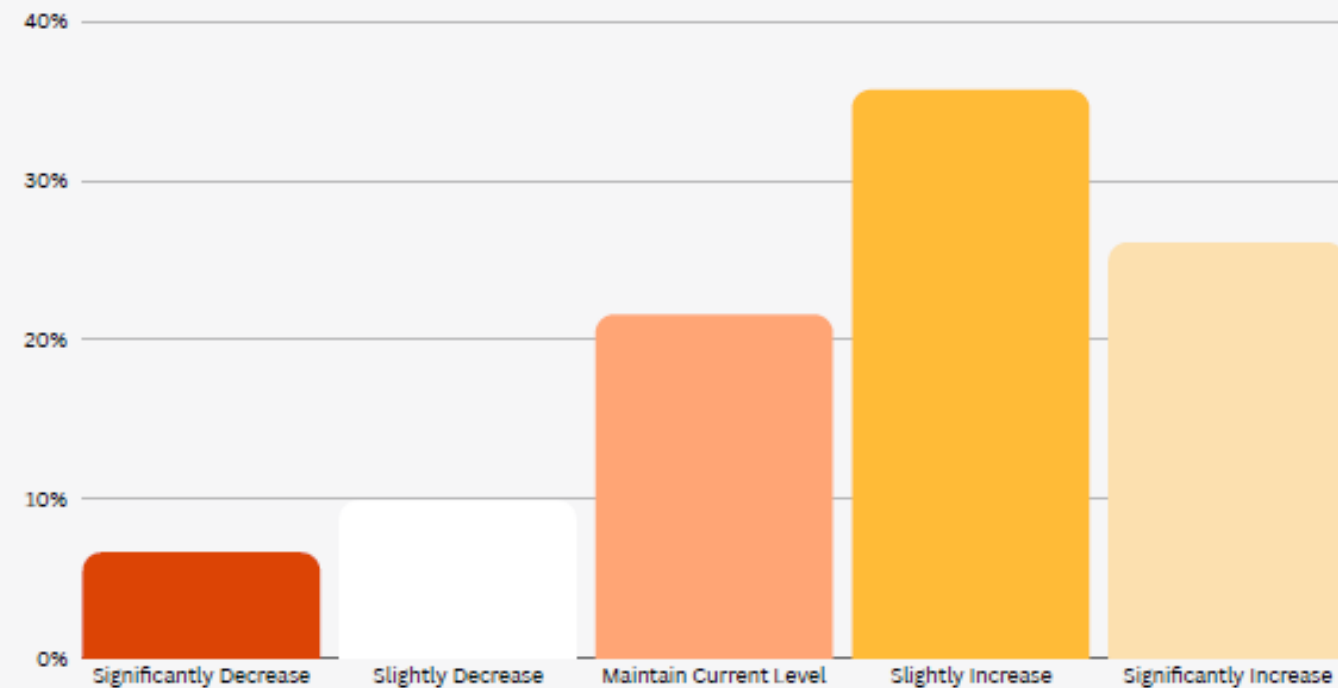


Wrangell – Visitor Sentiment Survey



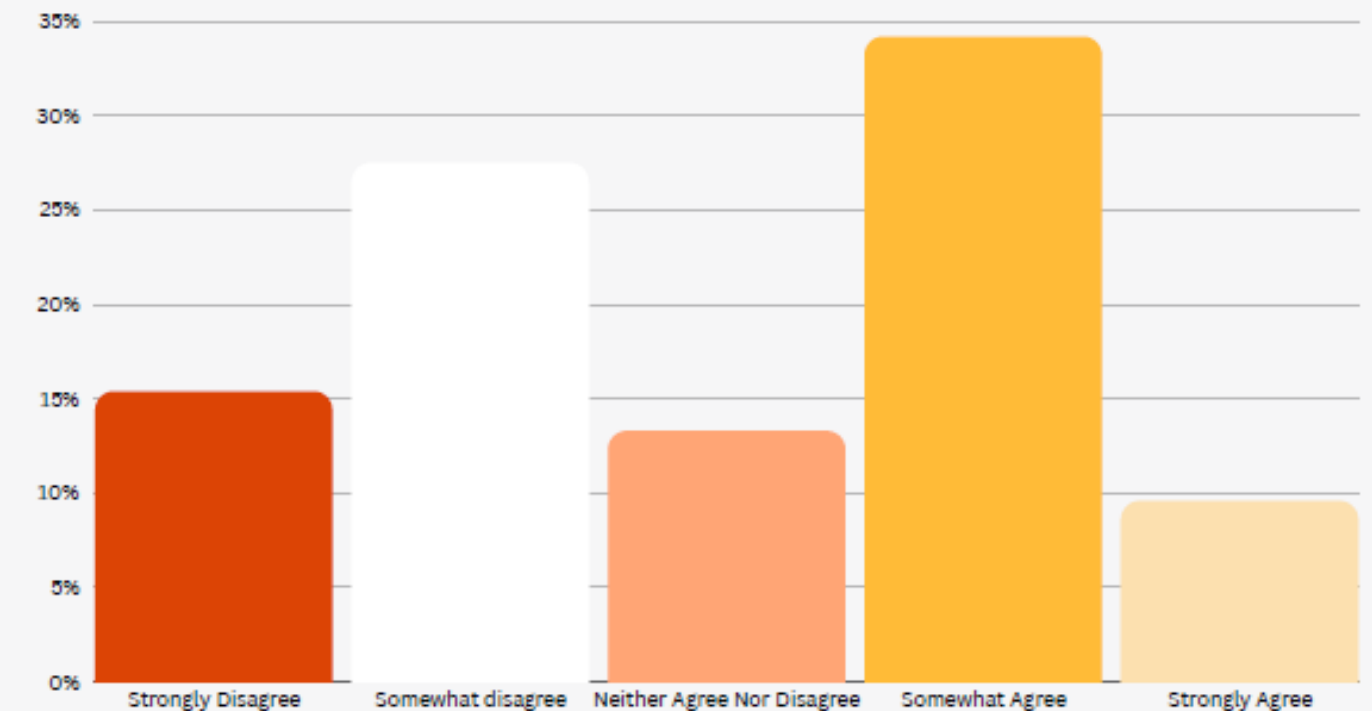
Wrangell – Resident Sentiment Survey

Tourism Development



Do you support more or less tourism development in our town?

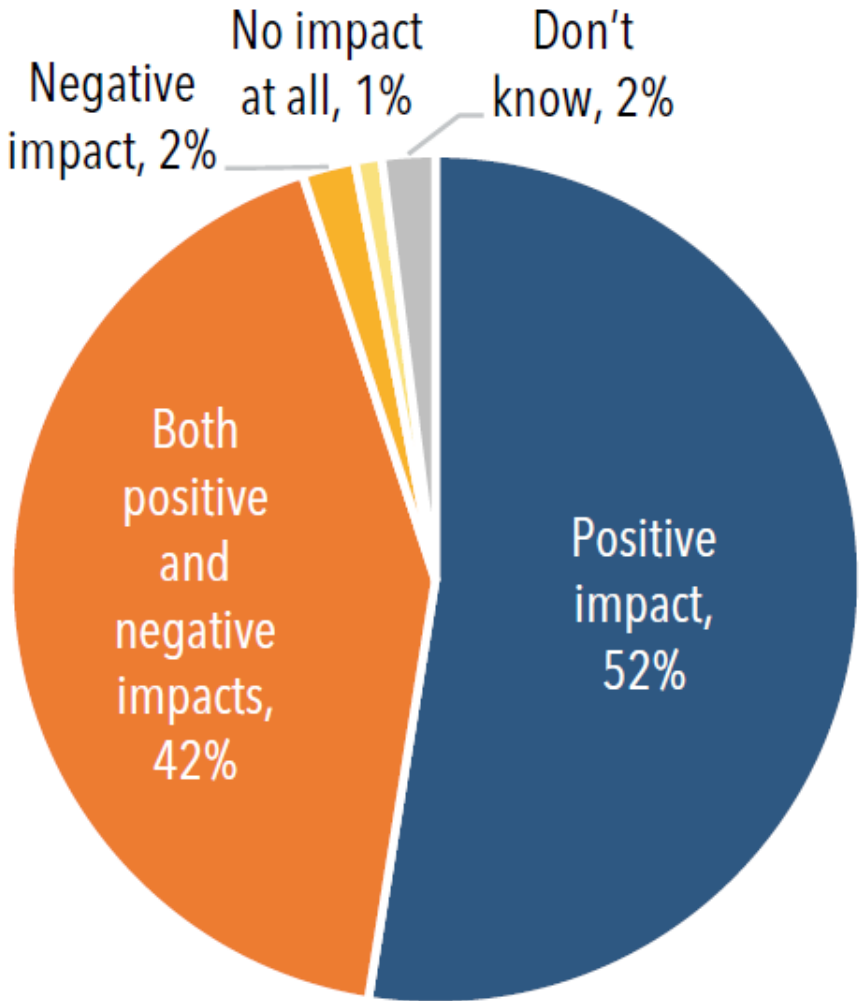
Infrastructure



Do you agree or disagree with the following statement:
The current infrastructure and visitor services can support the volume of tourism in my town?

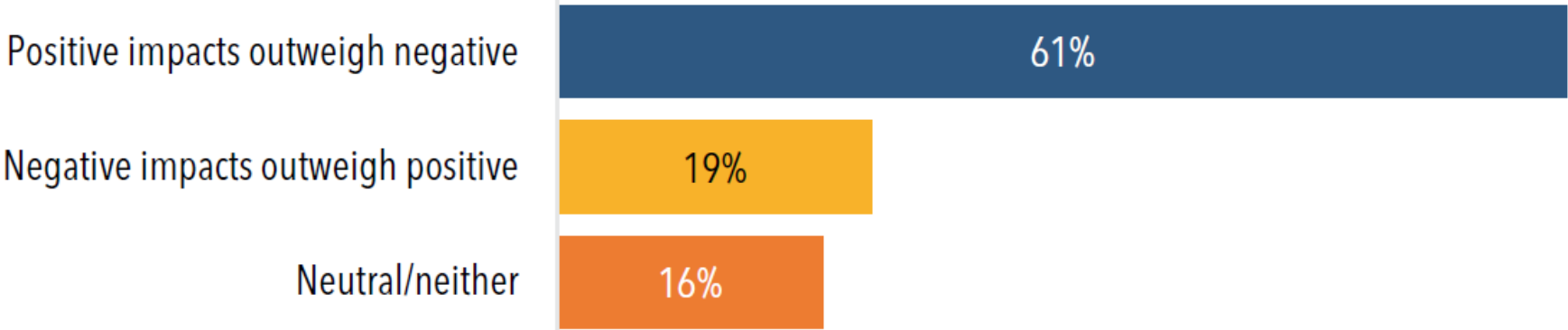
Haines – Community Tourism Survey

Cruise Industry Impacts



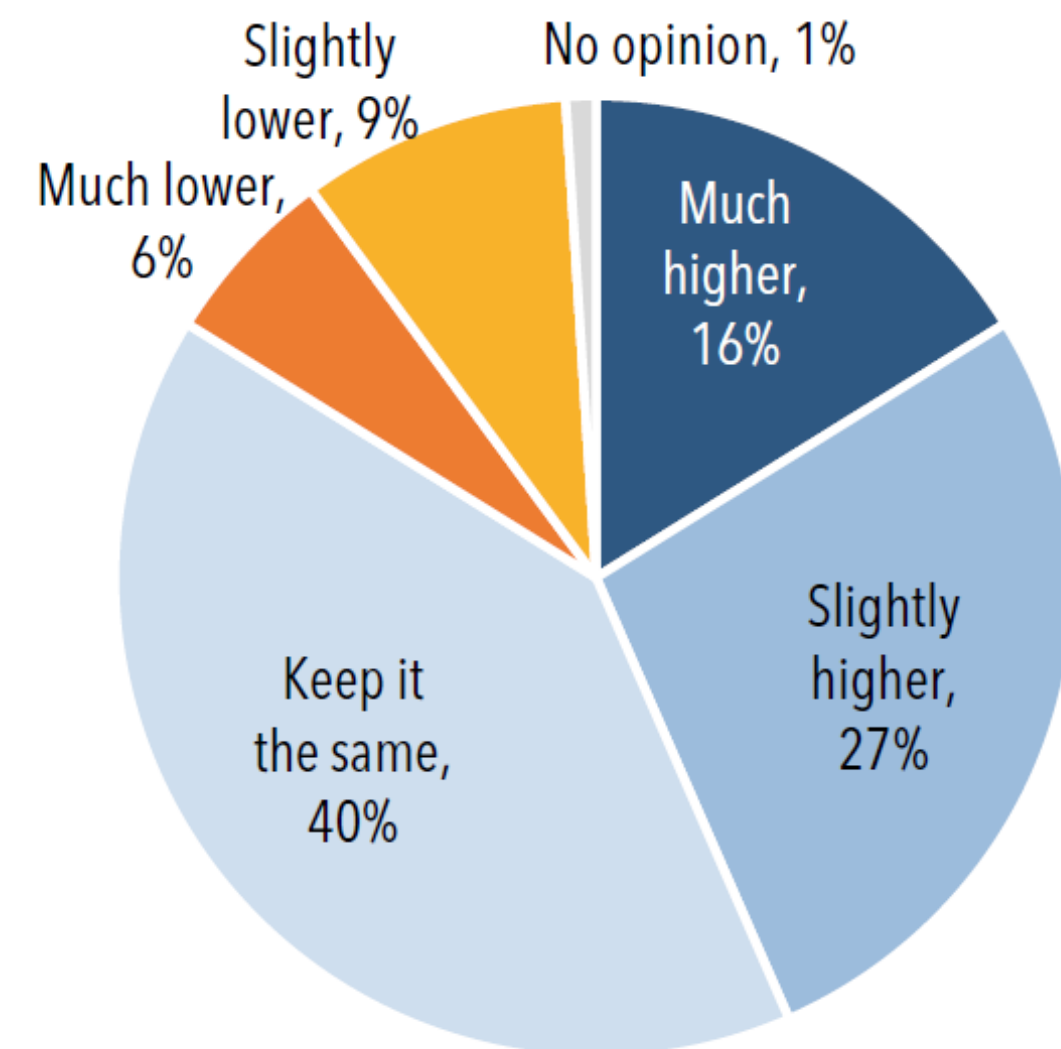
Positive vs. Negative Impacts

Base: "Both positive and negative"

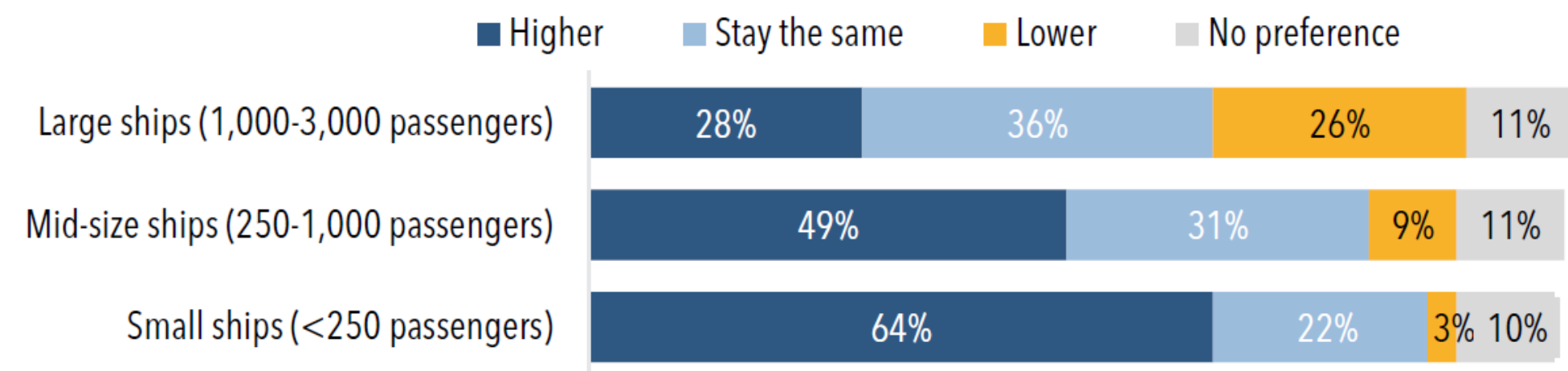


Haines – Community Tourism Survey

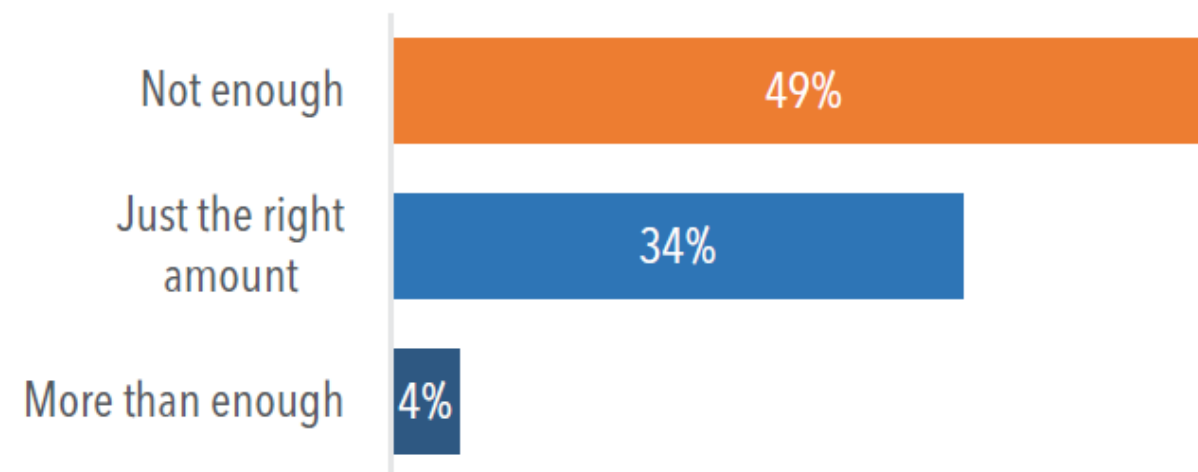
Preference for Future Cruise Volume Compared to 2024



Preference for Cruise Volume Growth by Ship Size

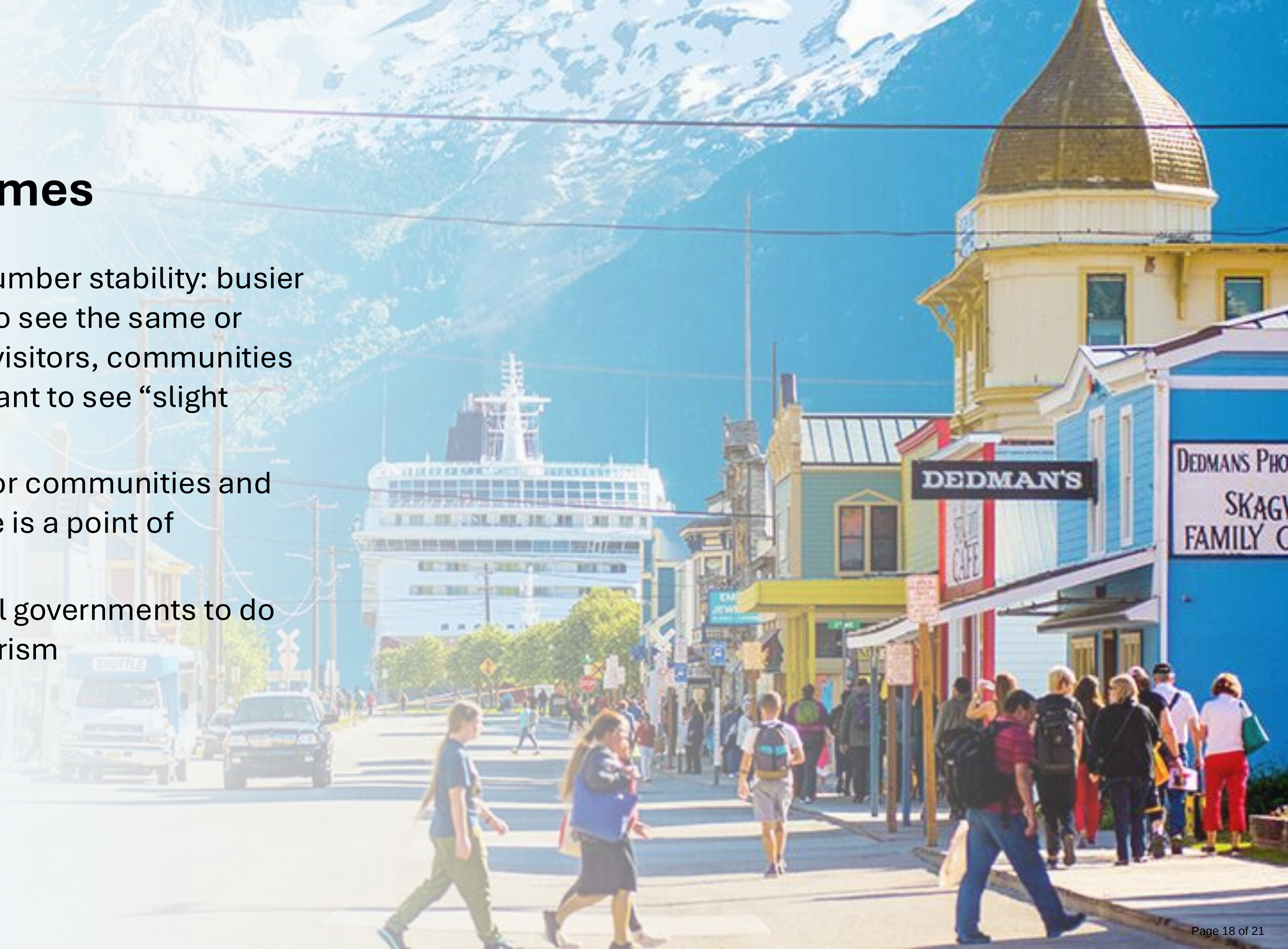


Borough Management of Cruise Industry Impacts: Are they doing...



Common Themes

- Support for visitor number stability: busier communities want to see the same or reduced number of visitors, communities looking for growth want to see “slight increases”
- Tourism is positive for communities and economies but there is a point of diminishing return
- Residents want local governments to do more to manage tourism



Global Dynamics – Cruise Limits

Legislated and Negotiated Ship and Passenger Caps

- **Juneau, AK:** 16,000 passengers/day 12,000 on Saturdays and five ships/day (negotiated)
- **Sitka, AK:** 7,000 daily passenger cap (negotiated)
- **Bar Harbor, ME:** 1,000 daily passenger cap (legislated)
- **Dubrovnik, Croatia:** 5,000 passengers and two ships/day (negotiated)
- **Santorini, Greece:** 8,000 daily passenger cap (legislated)
- **Bay of Cannes, France (includes Cannes, Nice, Villefranche-sur-Mer, and Menton):** 3,000 daily passenger cap per port (annual average of 2,000), one ship/day over 1,300 passengers, 15 ships/month during July and August (legislated)
- **Palma de Mallorca, Spain:** Three ships/day with one large (5,000+ passenger) ship (negotiated)
- **Amsterdam, Netherlands:** 100 cruise calls annually, reducing over time (legislated)
- **Venice, Italy:** Ban on large ships in historic center (legislated)

Global Dynamics – Cruise Limits

Infrastructure Limits

- **Barcelona:** Terminal reduction lowering peak capacity, reducing cruise terminals from seven to five
- **Key West, FL:** Infrastructure limits of one private dock accommodating large ships and one public dock accommodating small ships
- **Monterey, California:** Cruise ships largely stopped visiting after passenger landing services were withdrawn, effectively halting cruise calls

Note that several port authorities that control all cruise ship berths in a city have limited cruise capacity through policy. For example, Quebec City has a 15,000 passenger/day limit by port policy.

Different sources have different definitions of "cruise port" but there are an estimated 1,100 – 2,400 ports receiving cruise ships globally.



PCOA Goals & Upcoming Work

- Develop a comprehensive database of port documents to provide templates or materials for comparative research
- Create scalable community engagement toolkits to help members conduct effective and meaningful public engagement with outcomes that can be used by the group
- Continue to identify topics for advocacy and ensure that information and follow up is shared strategically
- Work together to amplify the needs of regional neighbors – use regional data to inform local public processes
- Conduct a global fees study to see how we compare to the rest of the world
- Participate in global port governance study