



Tourism Commission Agenda

Thursday, April 9, 2026, 6:00 PM
Harrigan Centennial Hall, 330 Harbor Drive

Members: Jeremy Plank, Bethany Lowrance, Carol Bryant-Martin, Devon Calvin,
Vaughn Hazel, Sherri Blankenship, Lillian Feldpausch
Katie O'Neill (ex officio), Amy Ainslie (ex officio), Judson Rusk (ex officio)

- I. CALL TO ORDER & ROLL CALL**
- II. CONSIDERATION OF AGENDA**
- III. APPROVAL OF MINUTES**
 - December 11, 2025
 - January 15, 2026
 - March 12, 2026
- IV. NEW BUSINESS**
 - A. Update on TBMP branding work
 - B. TBMP initial key findings summary
- V. PERSONS TO BE HEARD** *(For items ON or OFF the agenda – not to exceed 3 minutes)*
- VI. ADJOURNMENT**



CITY AND BOROUGH OF SITKA

Meeting Minutes Tourism Commission

Commission Members: Devon Calvin, Ian Dempster, Vaughn Hazel, Bethany Lowrance, Carol Bryant-Martin, Alana Peterson, and Jeremy Plank

Ex Officio: Amy Ainslie (CBS P&CD Director), Rachel Roy (Visit Sitka)

December 11, 2025

6:00 P.M.

Harrigan Centennial Hall

I. CALL TO ORDER

Chair Plank called the meeting to order at 6:02 p.m.

II. ROLL CALL

Present: Devon Calvin, Ian Dempster (Zoom), Vaughn Hazel, Bethany Lowrance (Zoom), Carol Bryant-Martin and Jeremy Plank.

Absent: Alana Peterson (Excused), Rachel Roy (Excused)

Ex-Officio: Amy Ainslie, P&CD Director

Public: JJ Carlson

Secretary Bryant-Martin confirmed a quorum was present.

III. CONSIDERATION OF AGENDA

None.

IV. APPROVAL OF MINUTES

None.

V. NEW BUSINESS

A. Update on Visit Sitka Request for Qualifications

Ainslie announced that Element Agency (Element) would be the new operator for the Visit Sitka contract and brand pending Assembly authorization. Visit Sitka, when run by the Sitka Chamber of Commerce, previously sub-contracted website, social media, and 3-year strategic plan services to Element. Element planned to partner with Agnew Beck Consulting, based in Anchorage, to provide economic data reporting including a visitor intercept survey to be deployed in the summer of 2026 and would also help to design the TBMP program administration to be operated by Element. Ainslie clarified that Element would be the prime contractor and Agnew Beck would be its subcontractor. No formal business action was taken.

B. Review of 2025 End-of-Season Tourism Survey Results & Discussion on 2026 Visitor Season recommendations

Ainslie presented an overview of the 2025 end-of-season tourism survey; she had presented the primary results of the survey at the prior Commission meeting, and this presentation was a deeper dive on the open-comment responses received. Commissioners reviewed information on traffic, street closures, crosswalks, jaywalking, the multi-use path on SMC, HPR safety concerns, and frustration with bus-related noise and air pollution.

Ainslie shared examples of individual comments about cruise ship volumes and some residents' desire to see a reduction in visitation. Other topics included residents' quality of life, housing shortages, workforce issues, loss of a small-town feel and concerns that Sitka is transitioning into a seasonal community. Community members also expressed concerns about the impacts of cruise ships on the environment, air and water quality, fuel and scrubber problems, and impacts on the fishing industry. Respondents expressed that they would like to see tourism revenue pay for crossing guards, public bathrooms, schools, child care, roads, trash cans, benches, signage, ground maintenance, and utilities. Lowrance commented that there is also value in receiving feedback from tourists, seasonal workers, tour operators, and year-round residents for broader perspectives. She mentioned that Juneau includes tourists in their surveys.

Calvin asked how CBS would use the survey results. Ainslie recommended referring to the feedback when starting plans for the 2026 visitor season. The commissioners will need to address questions about street closures, restroom placement, trash and janitorial needs, crossing guard placement, and potential changes to the TMBP guidelines. Ainslie reported that CBS proposed building a bathroom at the playground near Crescent Harbor. In addition, the CBS had a Safe Streets for All grant to support transportation safety action planning which could address many of the traffic related concerns raised by survey respondents. Lowrance stated that sidewalks need to be addressed due to tripping, slip-and-fall incidents, and ambulance calls. No formal business action was taken.

VI. PERSONS TO BE HEARD

Chairman Plank recognized the Vice Deputy Mayor, JJ Carlson, to speak. She thanked the Tourism Commission members for their service.

VII. ADJOURNMENT

Motion: Chair Plank adjourned the meeting at 7:45 p.m.

Minutes By: Carol Bryant-Martin, Secretary



CITY AND BOROUGH OF SITKA

Meeting Minutes Tourism Commission

Commission Members: Devon Calvin, Ian Dempster, Vaughn Hazel, Bethany Lowrance, Carol Bryant-Martin, Alana Peterson, and Jeremy Plank

Ex Officio: Amy Ainslie and Rachel Roy

January 15, 2026

6:00 P.M.

Harrigan Centennial Hall

I. CALL TO ORDER & ROLL CALL

Chair Plank called the meeting to order at 6:02 p.m.

ROLL CALL

Present: Devon Calvin, Vaughn Hazel, Bethany Lowrance, Carol Bryant-Martin, and Jeremy Plank.

Absent: Ian Dempster (resigned); Alana Peterson (resigned).

Ex-Officio: Amy Ainslie (P&CD Director) and Rachel Roy (Visit Sitka)

Public: Scott Saline (Assembly liaison), Larry Edwards

Ainslie shared that Ian Dempster resigned from the Commission due to a change in his occupation; he had asked Ainslie to convey his deep appreciation for the work of the Commission and opportunity to serve. In addition, she explained that Lillian Feldpausch was to take over Alana Peterson's seat for the Sitka Tribe of Alaska pending Assembly confirmation.

Secretary Bryant-Martin confirmed a quorum was present.

II. ELECTION OF OFFICERS

M-Bryant-Martin/S-Lowrance moved to elect Jeremy Plank as Chair. No other nominations were made. Motion passed 5-0 by voice vote.

M-Plank/S-Hazel moved to elect Bethany Lowrance as Vice Chair. No other nominations were made. Motion passed 5-0 by voice vote.

M-Hazel/S-Plank moved to elect Carol Bryant-Martin as Secretary. No other nominations were made. Motion passed 5-0 by voice vote.

III. CONSIDERATION OF AGENDA

None.

IV. APPROVAL OF MINUTES

M/Bryant-Martin/S-Lowrance moved to approve the minutes of September 11, 2025, and November 13, 2025. Motion passed 5-0 by voice vote.

V. NEW BUSINESS

A. Update on Visit Sitka Contract

Ainslie reported that CBS executed the Visit Sitka contract with Element Agency. A liaison from Visit Sitka will continue to work closely with the Commissioners on marketing initiatives and the TBMP program, and would add key performance indicators (KPIs) for data tracking in coordination with subcontractor Agnew Beck Consulting. Agnew Beck's parameters for economic data collection are being developed and will be included in the field surveys. Ainslie thanked Rachel Roy and her team for their depth of community knowledge, involvement and care shown during their time running Visit Sitka. Roy asked about the TBMP program start date and incorporating TBMP membership into other CBS permitting procedures. Ainslie replied that the start date was planned for the 2026 visitor season and shared and that more research was needed to figure out how to tie TBMP membership to CBS permits while accommodating appropriate due process procedures. Bryant-Martin inquired whether the Visit Sitka contractor will be remote from Anchorage or on-site in Sitka. Ainslie explained that the work will be hybrid remote with a communications manager based in Sitka. No formal business action was taken.

B. Discussion and recommendations on Lincoln Street closure and other city operations for the 2026 visitor season.

The commissioners reviewed feedback from the 2025 End-of-Season survey and discussed the pros and cons of keeping Lincoln Street open or closed, as well as recommendations for city operations for the 2026 visitor season. Lowrance noted that the survey data was contradictory and that the decision to keep Lincoln Street open or closed is difficult. Calvin observed that there might be missing data on overcrowding and safety measures, particularly regarding free passage on sidewalks and streets. While some commissioners favored closing Lincoln Street, others discussed the possibility of making it one-way. Hazel suggested a one-way traffic flow from east to west. Lowrance preferred the opposite direction for a one-way road from west to east. Ainslie shared the equipment and operational requirements for a one-way option, and recommended that no decision regarding a one-way option (including traffic direction) be made until she could consult with other CBS departments including Public Works, Police, and Fire; Ainslie would bring back their comments to the next meeting.

Plank asked members of the public for comment on the topic. Larry Edwards supported keeping both Lincoln Street and Maksoutoff Street open. Scott Saline remarked that DOT might offer better ways to transport people from HPR to Lincoln Street.

M-Lowrance/S-Hazel moved to recommend the following for city operations for the 2026 visitor season: Use Maksoutoff Street for placement of temporary restrooms pending the future decision of Lincoln Street closure, employ pedestrian monitors and crossing guards along Harbor Drive and other downtown locations as identified by the 2025 commissioners, and increase CBS trash cans and pick-ups along Lincoln Street. Motion passed 5-0 by roll-call vote.

C. 2026 Commission Priorities

Ainslie presented a list of items that the commissioners discussed during previous meetings and requested rankings based on the identified priorities. She noted that time-sensitive topics required before the 2026 visitor season begins include decisions on Lincoln Street closures and other city operations, refresh and finalization of the TBMP program, and collection of visitor economic data. Ainslie reviewed additional items: report to community on tourism-related revenue, cruise dock zoning changes, food cart permits, e-bikes, wayfinding, and beautification projects. Roy suggested adding CBS wayfinding, kiosk maps, interpretative signage, and vehicular wayfinding to the list. Plank recommended exploring downtown beautification and citywide art projects. Commissioners had consensus on the project prioritization as listed in the packet with the additions from Plank and Roy being added at the end of the list. No formal business action was taken.

VI. PERSONS TO BE HEARD

Chairman Plank recognized Larry Edwards to speak. Edwards asked CBS to publish the Tourism Commission meeting packets with enough time for public review and comment.

VII. ADJOURNMENT

Motion: Chair Plank adjourned the meeting at 9:00 p.m.

Minutes By: Carol Bryant-Martin, Secretary



CITY AND BOROUGH OF SITKA

Meeting Minutes Tourism Commission

Commission Members: Sherri Blakenship, Devon Calvin, Lillian Feldpausch, Vaughn Hazel, Bethany Lowrance, Carol Bryant-Martin, Alana Peterson, and Jeremy Plank

Ex Officio: Amy Ainslie and Judson Rusk (CBS), Katie O'Neill (Visit Sitka)

March 12, 2026

6:00 P.M.

Harrigan Centennial Hall

I. CALL TO ORDER & ROLL CALL

Vice Chair Lowrance called the meeting to order at 6:00 p.m.

ROLL CALL

Present: Sherri Blakenship, Vaughn Hazel, Bethany Lowrance, Carol Bryant-Martin, and Lillian Feldpausch.

Absent: Devon Calvin (Excused), Jeremy Plank (Excused).

Ex-Officio: Amy Ainslie (P&CD Director), Judson Rusk (Tourism Manager, Excused), Katie O'Neill (Visit Sitka)

Public: Larry Edwards, Peter Robertson

Secretary Bryant-Martin confirmed a quorum was present.

II. CONSIDERATION OF AGENDA

None.

III. APPROVAL OF MINUTES

Based on public comment received, Ainslie suggested replacing Larry Edward's public comment in the draft February 19, 2026 meeting minutes with the following, "In consideration of the draft ordinance regarding regulation of new cruise ship docks, Larry Edwards asked that the Commission explicitly determine whether Sitka is at, if not beyond, its capacity for cruise visitation and stated why he believes the answer is yes. If the Commission agreed with him, Edwards stated that the draft ordinance should prohibit the construction of new cruise ship docks of any size/capacity that is not de minimis. He recommended using the term "prohibition" rather in place of "moratorium" to remain consistent with zoning code terminology. In addition, he commented that the prohibition should extend to the entire borough of Sitka."

M-Feldpausch/S-Bryant-Martin moved amend the minutes to allow the suggested correction for replacement as presented by staff. Motion passed 5-0 by voice vote.

M-Blakenship/S-Bryant-Martin moved to approve the February 19, 2026 meeting minutes as amended. Motion passed 5-0 by voice vote.

IV. NEW BUSINESS

- A. Discussion of potentially implementing a Wi-Fi based visitor Survey at Sitka Airport for the 2026 visitor season.**

Ainslie introduced the proposal for an airport visitor survey to be administered by the McKinley Research Group. McKinley would obtain information from Sitka's travelers through a Wi-Fi-based survey at the Sitka Airport from May to September 2026 for a total cost of \$25,000. Rusk's memo on the topic included in the Commission's packet outlined how McKinley would collect data based on visitor volume, origin and purpose of travel, duration of stay, activities, and spending details. The memo also explained that the airport Wi-Fi survey would support the Commissioners' recommendations to collect data to better evaluate the tourism industry in Sitka, and would be funded by the CBS Visitor Enhancement Fund (bed tax). There were options to run a pilot of the program during the month of May with a decision point afterwards to determine whether there were enough responses to warrant continuation of the survey. Commissioners discussed the pros and cons of conducting the survey; they expressed concerns about the survey cost and the limited data available in May given travel trends. Lowrance expressed concerns about the use of city funds for a survey that may not garner helpful data. Blakenship stated that spending data could be obtained from businesses' point-of-sale systems, including those of short-term rentals, lodges, and hotels, at no cost if they were willing to participate. Ainslie stated that Blankenship's suggestion would be very helpful to the Visit Sitka team in their economic data collection and reporting, but that the airport survey would provide additional visitor data beyond retail spending. O'Neill added that the data inform Visit Sitka marketing, and provide context for adjustments that might be required to attract visitors in the years ahead. Commissioners debated the merits of the survey but agreed that the data would provide a comprehensive assessment of the independent visitor sector.

M-Bryant-Martin/S-Hazel moved to recommend approval of the Airport Visitor Survey to run from May through September of 2026 at a total cost of \$25,000. Motion passed 5-0 by voice vote.

V. PERSONS TO BE HEARD

Vice Chair Lowrance recognized Larry Edwards, a member of the public, to speak. Edwards asked CBS to publish the Tourism Commission meeting packets with enough time for public review and comment, and make the audio recordings accessible on the city website.

VI. ADJOURNMENT

Motion: M-Feldpausch/S-Bryant-Martin moved to adjourn the meeting at 7:18 p.m.

Minutes By: Carol Bryant-Martin, Secretary



VISIT SITKA

Sitka TBMP Visual Brand Style

ELEMENT AGENCY | APRIL 1, 2026

What's included: Visual brand style for Sitka TBMP, including a word mark, typography specifications, and color palette

Next Steps: Approve or request edits to the visual brand style, finalization and packaging of brand assets.

Sitka TBMP
Visual Brand Style

COLOR PALETTE

This palette is based on the natural environment of Sitka, with an emphasis on vibrant Spring

**Forest
Shadow**

**Spruce
Tip**

**Stormy
Ocean
Blue**

**Glowing
Glacier
Blue**

Sunrise

Cloudy Day Gray

WORD MARK

The font Tarzana was chosen here, in bold italic, for it's playful but professional style. In italic, an energetic slope from the "i" to the tallest part of the "k" creates forward and upward motion, which is on-theme for the way the TBMP constantly improves the field of tourism in Sitka. It also alludes to the mountain slopes and peaks of the Sitka landscape.

TBMP
Sitka
Tourism Best Management Practices

Sitka **TBMP**

Tourism Best Management Practices

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Tourism Best Management Practices

TYPOGRAPHY

For the brand's main body text, we chose Kranto, which compliments the logotype typography well and is an approachable and easily readable sans serif font that doesn't feel too corporate.

Here it is in use as a header (in Black weight) and paragraph text (in Extra Bold and Regular weights).

Sitka ^{TBMP}

About Us

The Sitka TBMP is a voluntary compliance program for partners and organizations in the City and Borough of Sitka.

Our TBMP is intended to be a living document that strives to establish guidelines that represent a holistic approach to tourism that proactively works to improve ecosystems, elevate local economies, and promote meaningful and responsible visitor experience.



A vertical decorative bar on the left side of the page, featuring a repeating pattern of light blue geometric shapes on a dark teal background. The shapes include squares, rectangles, circles, and lines, some filled with dots or stripes.

Thank you!

Visit Sitka

TOURISM BEST MANAGEMENT PRACTICES PROGRAM & ECONOMIC ANALYSIS

Prepared for Element Agency & City and Borough of Sitka Tourism Commission

April 2026 Tourism Commission Meeting Update



AGNEW
::BECK

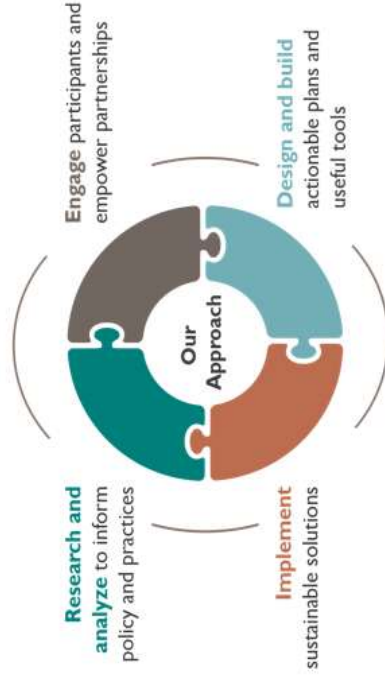
Today's Topics

- Summarize Agnew::Beck's Scope
- Share what we've been learning related to Tourism Best Practices Management Plans
- Provide a high-level summary of what we plan to do next
- Hear your feedback, questions and ideas.

Agnew::Beck Consulting

*Working alongside our
clients to grow healthy,
equitable and thriving
communities*

Our Approach



Scope of Work *(Partial First Term: Jan-Jun 2026)*

- Economic Data Collection and Analysis
 - Project Management + Coordination
 - Sitka Site Visit (tentative)
 - Secondary Data Collection and Analysis
 - Intercept Survey Development + Design
- Tourism Best Management Practices Program (TBMP)
 - Refine + Review TBMP
 - Develop Operational/Management Framework
 - Develop Evaluation + Monitoring Plan

Economic Data Collection and Analysis

Secondary Data Collection + Analysis

Discovery Phase

- **Visitor Volume Metrics**
 - Cruise ship calls, cruise passenger counts, crew member counts, air traffic counts
- **Tourism Related Revenues**
 - Bed tax, sportfishing/hunting licenses, commercial vessel excise tax, moorage fees, seasonal sales tax
- **Employment Metrics**
 - Visitor related/tourism jobs, earnings and employers
- **Economic Impact**
 - Visitor spending, crew spending, business revenue
- **Infrastructure + Public Services**
 - Traffic counts, foot falls, utilities, emergency services, parking usage

Data Request and Partner Collaboration

- Our team is working alongside CBS to develop specific data requests and compile the historical data (previous 5-10 years) that will be used to identify recent trends and establish a baseline.
- We will also be reaching out to partner organizations to learn about what data they are collecting and what they would be willing to share with our team.

Tourism Management Best Practices (TMBP)

- TBMPs in Context - part of a regenerative tourism strategy
- Summarize TBMP Alaska case studies
- Outside of Alaska – examples of destination management approaches
- Visitor Pledges
- What's Next for Sitka

TBMP vs Regenerative/Sustainable Tourism

The “Vision” or “Why”

Sustainable Tourism “Do no harm”

- Aims to protect what exists and keeps impacts within the environment’s absorptive capacity.

Regenerative Tourism “Give back more than you take”

- Aims to actively restore ecosystems, culture, and community health through tourism, not just avoid damaging them.

The “Action” or “How”

Tourism Best Management Practices

- Aims to translate intent into action by standardizing responsible behavior. They are site-specific, operational guidelines that give operators, visitors, and residents clear, agreed-upon actions.
- There are other action-oriented tools that can implement sustainable or regenerative tourism visions

Sitka TBMP Partners Shared Vision & Purpose:

- Vision: “To authentically share our ways of life with the world.”
- Purpose: “To celebrate and strengthen our ways of life through the cultivation of a **regenerative** visitor economy that will benefit our whole community.”

Visit Sitka: Regenerative tourism isn’t just about minimizing our impact – it’s about leaving Sitka *better* than we found it. It’s about connection, respect, and reciprocity. <https://visitsitka.org/regenerate>

Review of Existing TBMP Programs

Alaskan communities with existing TBMP programs:

- Juneau (established in 1997)
- Ketchikan (established in 2019)
- Skagway (established in 2021)
- Whittier (established in 2023)
- Sitka (guidelines are adopted, currently under review, but not yet operationalized)

The TBMP's currently in place throughout the state are closely modeled after Juneau's program, which considered the "original" TBMP.

TBMP Program Comparisons

Similarities

- All are voluntary, industry-driven best practice programs
- All require employee training and signed employee agreements
- All include a hotline or feedback form
- All emphasize self-monitoring among operators
- None create independent enforcement authority
- All explicitly state they do not replace regulations
- Focus on courtesies, traffic, wildlife, and emissions

Key Differences

- Governance structure varies
 - industry-led steering committee with municipal support
 - industry-managed and endorsed by municipality;
 - mostly partner led with chamber of commerce support.
- Response timelines differ
- Skagway incorporates recognition incentives
- Ketchikan has the most structured administrative home (Visitors Bureau with municipal oversight)
- Juneau is the most mature and tested model
- Whittier is the lightest-weight in terms of implementation (a cooperative agreement among partners and minimal administration from the Greater Whittier Chamber of Commerce)

Other notable features of Alaskan TBMP programs

- **Complaint intake and response processes vary.**
 - In all cases the businesses cited in complaints are responsible for responding and the TBMP coordinator is responsible for routing feedback to the correct business and requesting/recording proof that the business responded.
- **Various approaches of encouraging compliance.**
 - Juneau requires operators to join the TBMP program (for free) in order to apply for certain permits, but rarely (if ever) revokes permits.
 - Skagway issues a written “corrective action” if business does not respond, but there is no other enforcement.

Sitka's TBMP Guidelines – How they Compare

	Juneau's TBMP	Sitka's TBMP
Program Maturity	Established (since 1997)	New and Evolving
Structure	Formalized with detailed categories, reporting templates and annual updates	More flexible, principal-based framework
Guidelines	Detailed operational categories (traffic, environment, safety, community impact)	Broader behavioral commitments and expectations
Accountability	Established hotline, monthly public reporting and internal monitoring	Emphasis on member meetings, training and responsiveness (less formal reporting system)
Community Integration	Two-way communication system in place (hotline, reporting and public transparency)	Community engagement via meetings and feedback, but less formalized
Operational Detail	Includes specific practices such as vehicle staging, path compliance, emissions,..etc.	More of a focus on general compliance with laws and best practices

Enforcement and Accountability

All programs rely heavily on business participating in good faith.

Enforcement mechanisms used:

- Self-monitoring
- Peer pressure
- Reputation
- Steering committee intervention
- Public listing (implicit consequence if removed)

TBMP programs do not:

- Suspend permits
- Tie compliance to business licensing
- Publish violation reports

Measuring Effectiveness

- **Complaint/Call-In Data**
 - What they collect: call volume, type/category of issue, operator involved (if identified) and resolution
 - How it is used: spike analysis (a surge in calls signals operational problems) and issue resolution loop (response times and repeat call volume)
- **Community sentiment surveys**
 - What they collect: longitudinal data on resident attitudes toward tourism, perceptions of tourism impacts and sense of how well it is being managed
 - How it is used: trend analysis, regional benchmarking and identifying reoccurring themes
- **Operational Volume Data**
 - What they collect: visitor volume by sector, number of permits issued and pedestrian traffic counts (if available)
 - How it is used: identify areas of growth and overlay with TBMP call volume by topic and community surveys to identify pinch points or updates that need to be made to the program
- **Participation and Compliance Metrics**
 - What they collect: membership coverage/operator participation, guideline compliance and guideline evolution
 - How it is used: high membership and consistent responses to complaints is evidence of self-regulation (a functioning TBMP) and declining or stable complaint rates are an indication of successful intervention.

Updates and Improvements

- All four TBMP's mention having periodic work sessions with participating business to provide feedback that may lead to revisions. Ketchikan outlines annual community meetings as well.
- Juneau has long history of reviewing and conducting annual revisions to the TBMP. Other communities are less specific about TBMP review and revisions process.

Visitor Pledges

- Since the Icelandic Pledge launched in June 2017, **initiatives encouraging visitors to commit to responsible travel behaviors** have become increasingly common.
- Pledges have emerged partly in response to problems with **tourist behaviors and rising visitor numbers**, alongside a growing prioritization of sustainability and a sense of obligation to preserve and protect destinations.
- **The core goals are behavior change, education, and inspiring visitors** to act responsibly and become culturally aware of the destination.
- Effective pledges include strong cultural representation using local language and stories to communicate why a destination deserves protection. **Effective, creative, and consistent marketing has been identified as key to a successful pledge program.**
- **Measuring impact remains a challenge:** pledges have been successful at raising awareness and setting expectations, but whether they translate into actual behavior change is difficult to assess.

Information and resources from <https://www.good-travel.org/blog/tourist-pledges>

Examples of Visitor Pledges

- **National Pledges:** Sustainable Finland Pledge; Icelandic Pledge; Palau Pledge (required as an immigration condition); New Zealand: Tiaki Promise.
- **Regional/City Pledges** Aspen CO, Bend OR, Big Sur CA, Hawai'i Island, Kauai, and Maria Island (Tasmania, Australia).
- **Issue-Specific Pledges** (relevant to all travelers regardless of location): Child Safe Traveler Pledge, Flight Free Pledge, Travelers Against Plastic Pledge, and World Animal Protection Pledge.
- **Global option:** The Travel Better Pledge by Sustainable Travel International is designed as a global pledge to inspire travelers to have a positive impact on any destination they visit.
- **Renewable Juneau** used to operate a carbon offset program that allowed visitors to donate money to mitigate their climate impact. Local tour companies would offer the option when they booked tours. Funds would be directed to local heat pump installations. (Program doesn't appear to be in operation as of last year.)
- **Travel Alaska** has a webpage, "[Practicing Alaska Native Values When Visiting Alaska](#)" but it's informational, not a pledge.

Operationalizing a TBMP Program

Two key Documents:

- TBMP Guidelines: a set of standards and practices that participating members agree to follow and educate employees about. **Sitka has adopted and is updating**
- TBMP Operational Framework (aka Standard Operating Procedures): internal documentation of the roles and responsibilities of TBMP program staff. **Sitka doesn't yet have this**



Example: Juneau's Standard Operating Procedure includes an administrative job description, summary of programs and technology used, "how tos", monthly reporting description and template, member resources, communication plan and outlines the process to update the TBMP guidelines.

TBMP programs rely heavily on operator participation and industry adoption. TBMP staff serve as an intermediary between participating operators and the community

Next Steps

- Draft Operational Framework for Sitka TBMP program (*akin to Juneau's "Standard Operating Procedures"*)
 - Presenting at May 2026 meeting
- Draft Intercept Survey Questions
- Data request for City and Borough of Sitka and partner organizations
- Coordinate/schedule site visit