



THE ECONOMIC IMPACTS OF COVID-19 ON ALASKA'S VISITOR INDUSTRY

2020

MAY 2021

PREPARED FOR:

Alaska Travel Industry Association



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Introduction and Methodology

INTRODUCTION

Prior to the COVID-19 pandemic, Alaska's visitor industry had been on an upward trajectory, with visitor volume increasing by 5% in 2018 then by 8% in 2019.¹ The pandemic stopped and reversed this trend dramatically. While travel was disrupted throughout the world, Alaska was at a distinct disadvantage due to its isolation: with cruise ships banned and highway borders closed, travelers had to rely on airplanes and very limited ferry service to reach the state. Air travel also faced restrictions, quarantine and COVID testing requirements, and a steep decline in demand. The resulting loss of visitors was devastating to the thousands of Alaska businesses that depend on visitor dollars - as well as governmental entities reliant on visitor-generated tax revenues.

The Alaska Travel Industry Association (ATIA) contracted with McKinley Research Group (formerly McDowell Group) to conduct an analysis of the economic impacts of COVID-19 on Alaska's visitor industry in 2020. This report examines pandemic-associated losses in terms of visitor volume, visitor spending, employment, and wages. It also describes declines in visitor-related state and municipal revenues between 2019 and 2020. A survey of visitor industry businesses provided additional insights into the far-reaching impacts of the pandemic.

METHODOLOGY

This report used the following sources to inform estimates of visitor volume, spending, and impacts between April and December of 2019 and 2020.

- Traffic sources (Alaska Department of Transportation and Public Facilities, airports, airlines, Cruise Line Agencies of Alaska, Department of Homeland Security, Alaska Marine Highway System)
- Alaska Department of Labor and Workforce Development
- Alaska Department of Revenue
- Bureau of Economic Analysis
- Municipal data on bed tax, sales tax, and moorage/passenger tax revenues
- Online survey of 373 visitor industry businesses in March 2021.

Employment and wage impacts were analyzed using the econometric modeling tool IMPLAN, with adjustments made to reflect Alaska's unique economic and industry characteristics.

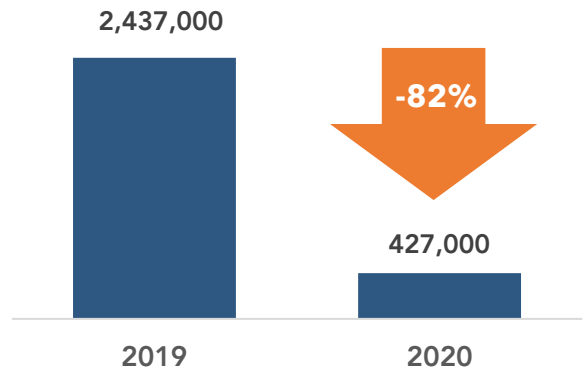
Alaska Visitor Volume

TOTAL VISITORS

Visitor volume fell by an estimated **82%** between the April to December periods of 2019 and 2020, from **2.4 million** to **427,000** visitors.

In the absence of COVID, visitor volume over this period likely would have reached **over 2.5 million** based on pre-COVID projections.

Figure 1. Alaska Visitor Volume, 2019 and 2020 (April-December)



CRUISE

Cruise visitor volume fell from **1.33 million** passengers in 2019 to **zero** passengers in 2020. Based on preliminary 2020 cruise schedules, volume would likely have reached **1.40 million**.



AIR

Visitors arriving into Alaska by air fell by an estimated **58%** between 2019 and 2020 (April to December), from just **over 1 million** to **420,000** visitors.



HIGHWAY/FERRY

The number of visitors accessing Alaska via highway and/or ferry declined by an estimated **93%**, from **99,000** to just **7,000** between 2019 and 2020.

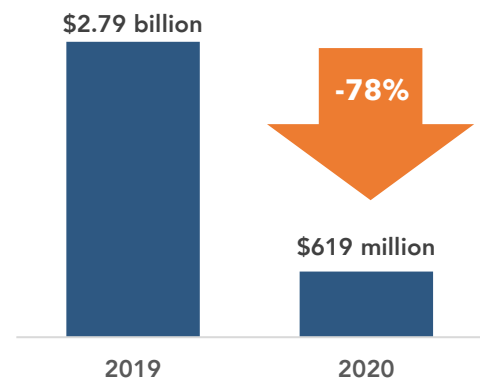


Alaska Visitor Industry Spending, Employment, and Wages

VISITOR INDUSTRY SPENDING

Visitor industry spending is estimated to have declined by **78%** in April-December 2020 compared with the same period in 2019, reflecting a loss of **\$2.2 billion** from Alaska's economy. Losses in visitor industry spending reflect both fewer visitors and fewer spending opportunities, with many businesses closed and others operating at limited capacity. Industry spending declines further reflect the complete loss of cruise line spending in 2020. Cruise lines typically pay Alaska businesses, such as hotels and service providers, on behalf of their passengers – spending that is not included in direct visitor spending figures. Their payments to state and municipal entities for taxes and dock moorage were also completely lost in 2020 (see next chapter.)

Figure 2. Alaska Visitor Industry Spending, 2019 and 2020 (April-December)



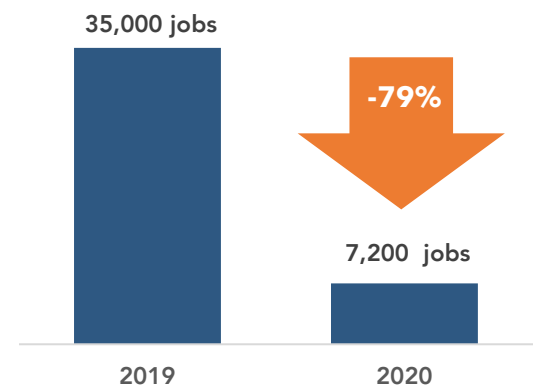
VISITOR INDUSTRY EMPLOYMENT

Visitor industry employment is estimated to have declined by **79%** in April-December 2020 compared with the same period in 2019, reflecting a loss of **27,800 jobs**.

Federal relief funds, such as the Paycheck Protection Program (PPP), mitigated additional visitor industry job losses.

Had the 2020 cruise season occurred as forecasted, growth in visitation and spending would have increased visitor industry employment by **700 jobs** in 2020.

Figure 3. Direct Employment in Alaska Visitor Industry, 2019 and 2020 (April-December)

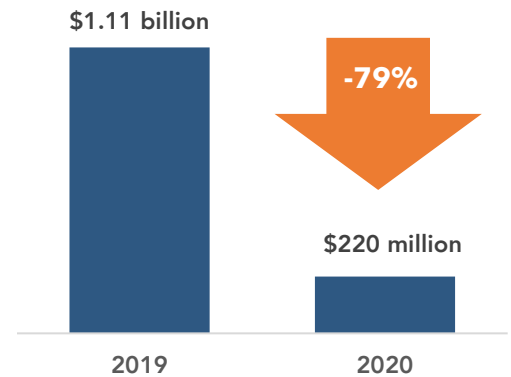


VISITOR INDUSTRY WAGES

Visitor industry wages are estimated to have declined by **79%** in April-December 2020 compared with the same period in 2019, reflecting a loss of **\$890 million** in labor income. PPP and other federal relief funding programs had a mitigating effect on labor income losses in the visitor industry.

Had the 2020 cruise season occurred, additional visitor industry wages associated with the projected volume increase would have represented another **\$20 million** in labor income in 2020.

Figure 4. Direct Labor Income in Alaska Visitor Industry, 2019 and 2020 (April-December)



IMPACTS BY REGION

While the pandemic affected visitor industry businesses throughout the state, impacts varied by region and community. Destinations heavily dependent on the cruise industry such as Skagway and Hoonah were hit particularly hard, along with communities on the road system dependent on highway travel. Businesses in larger and road-accessible communities were better able to pivot to serving Alaska residents compared to those in smaller or more isolated towns.

In terms of employment, Southcentral lost the most employment and labor income at **11,000 jobs** and **\$340 million** in labor income. (Note that Southcentral also has by far the largest economy, lessening the impact of these job losses compared with the other three regions.) Southeast lost an estimated **9,000 jobs** and **\$320 million** in labor income; Interior/North lost **6,400 jobs** and **\$180 million** in labor income, and Southwest lost **1,400 jobs** and **\$40 million** in labor income.

Figure 5. Employment Losses by Region, 2019-2020 (April-December)

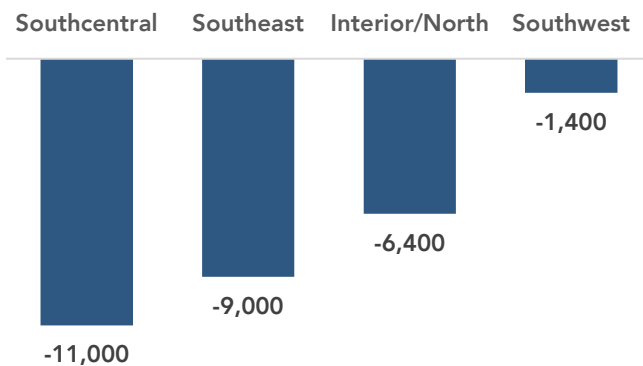
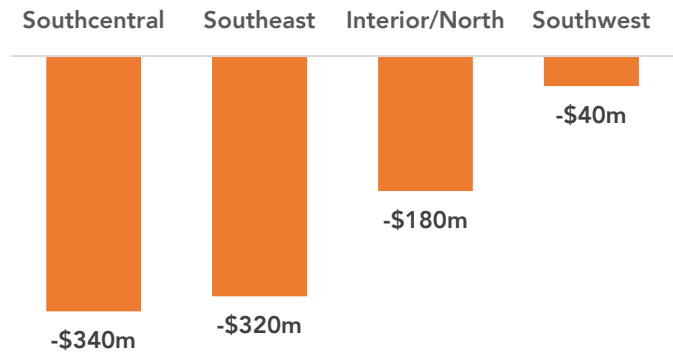


Figure 6. Labor Income Losses by Region, 2019-2020 (April-December)



State and Municipal Revenues

STATE REVENUES

State of Alaska revenues attributable to out-of-state visitors declined an estimated **71%**, or **\$102 million**, between 2019 and 2020. Sources showing the largest declines were Alaska Railroad Corporation revenues (down by **\$34 million**) and Commercial Passenger Vessel Tax revenues (down by **\$23 million**). All figures reflect calendar years 2019 and 2020 except Corporate Income Tax, for which only fiscal year data was available.

Figure 7. State of Alaska Visitor-Associated Revenues, 2019-2020

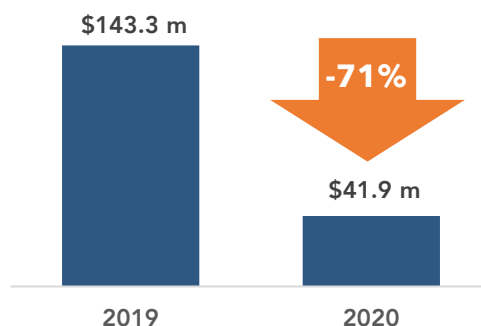


Table 1. State of Alaska Revenues Attributable to Out-of-State Visitors, 2019 and 2020 (\$Millions)

	2019	2020	% Decrease
Alaska Railroad Corporation revenues	\$35.6	\$1.7	-95%
Fish and Game licenses/tags	29.2	17.9	-39%
Commercial Passenger Vessel Tax	23.0	-	-100%
Alaska Marine Highway System revenues	12.0	2.4	-80%
Corporate Income Tax*	20.0	16.5	-18%
Passenger Gambling Tax	10.1	-	-100%
Vehicle Rental Tax	8.0	3.4	-58%
Ocean Ranger Program	4.2	-	-100%
Commercial Passenger Vessel Environmental Compliance Program	1.3	-	-100%
Total Selected Revenues	\$143.3	\$41.9	-71%

Sources: Alaska Department of Revenue, Alaska Department of Fish & Game, Alaska Railroad, Alaska Marine Highway System, McKinley Research Group calculations.

*Based on fiscal years 2019 and 2020.

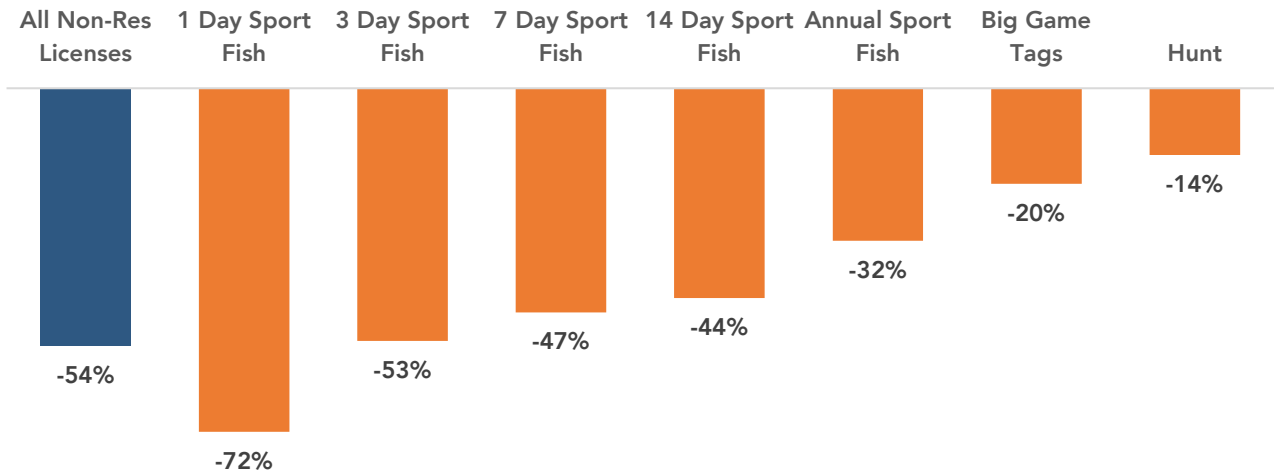
FISH & GAME LICENSES/TAGS

Between 2019 and 2020, the number of fishing and hunting licenses and tags sold to non-residents by the Alaska Department of Fish & Game fell by **54%**. Among the major categories

of non-resident licenses/tags, the decline was largest for 1 Day Sport Fish licenses at **72%**, and lowest for hunting licenses at **14%**.

Note that *revenues* associated with non-resident licenses/tags, as show in the previous table, declined at a lower rate (**39%**) than the *volume* of non-resident licenses/tags (**54%**). This difference is attributable to larger decreases in the lowest-cost licenses.

Figure 8. Non-Resident Fish & Game Licenses/Tags, Major Categories, Change 2019-2020



Source: Alaska Department of Fish & Game.

MUNICIPAL REVENUES

SALES TAXES

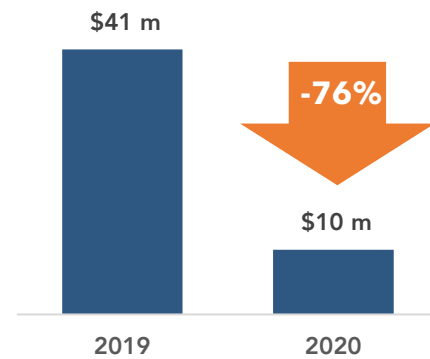
Many municipal budgets were hit hard by the pandemic in the form of lost sales tax revenues attributable to visitors. These revenues declined by an estimated **76%** between 2019 and 2020, representing **\$31 million** in lost revenues.

Note that several major visitor destinations, including Anchorage, Fairbanks, and Denali, do not charge sales taxes.

BED TAXES

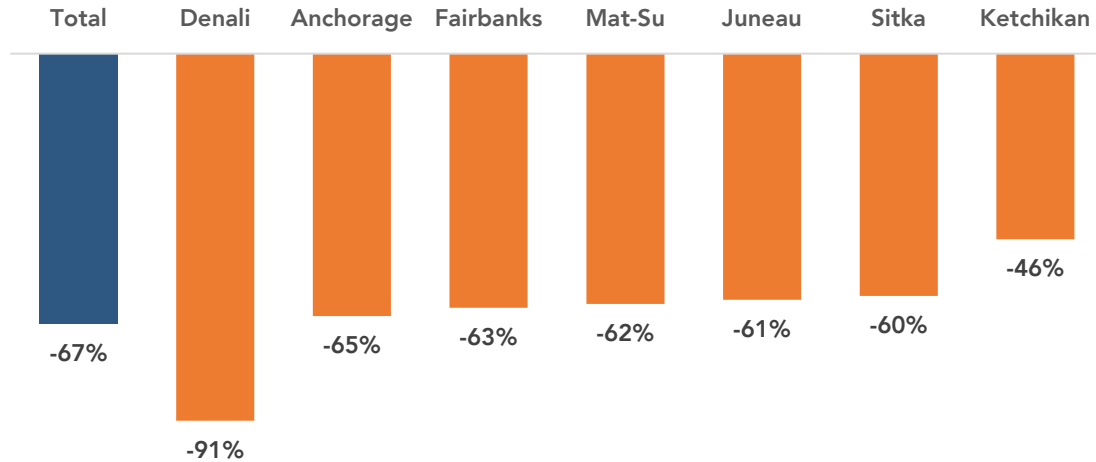
Bed tax revenues were severely impacted by the pandemic throughout the state. Comparing revenues collected between April and December in the seven communities with the largest bed tax revenues, total revenues were down by **67%** in 2020, from **\$39.3 million** in 2019 to **\$13.0**

Figure 9. Sales Tax Revenues Attributable to Out-of-State Visitors, 2019-2020



million in 2020. This decline was highest in Denali at **91%**, and lowest in Ketchikan at **46%**, with all other declines between **60%** and **65%**. (Note that bed tax revenues are generated by both Alaska residents and non-residents. Alaska resident travel, particularly on the road system, helped to mitigate the loss of visitors.)

Figure 10. Bed Tax Revenues for Selected Municipalities, Change 2019-2020 (April-December)



Sources: Denali Borough, Municipality of Anchorage, Explore Fairbanks, Mat-Su CVB, City and Borough of Juneau, City and Borough of Sitka, Ketchikan Gateway Borough.

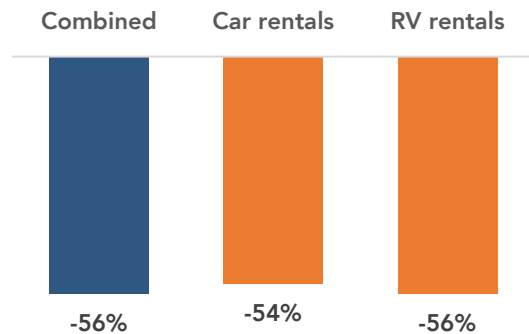
DOCKAGE/MOORAGE REVENUES

Cruise line payments to municipalities for dockage/moorage are important sources of revenues for many port communities. In 2019, these payments totaled **\$22.3 million**; payments were **zero** in 2020.

ANCHORAGE VEHICLE TAX REVENUES

The Municipality of Anchorage’s revenues from car and RV rental taxes declined by **56%** in 2020, from **\$7.0 million** to **\$3.1 million** in 2019. This includes a **56%** decrease in car rental tax revenues and a **54%** decrease in RV rental tax revenues. (Car rental revenues typically account for about 80% of vehicle rental tax revenues, with RVs accounting for 20%.) Note that vehicle tax revenues are attributable to both Alaska residents and non-residents.

Figure 11. Anchorage Vehicle Rental Tax Revenues, Change 2019-2020



Source: Municipality of Anchorage.

Additional Impacts

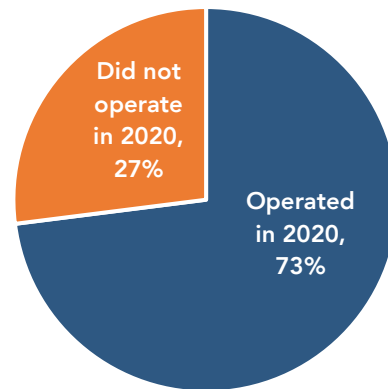
IMPACTS ON BUSINESSES

The impacts of the pandemic on businesses are not limited to the lost spending, wages, and jobs described in previous chapters. An online “COVID Impacts” survey of 373 tourism businesses in March 2021 helped demonstrate the wide range of COVID-19’s effects, including selected results below. Note: The full set of survey results, including business type, size, and location, can be found in the Appendix.

ABILITY TO OPERATE

Nearly nine out of ten survey respondents (**87%**) reported directly serving visitors. Among these businesses, **27%** said they were not able to operate in 2020. This percentage was highest among Southeast businesses at **45%**, followed by Interior/North (**27%**), then Southcentral (**18%**). (The sample size for Southwest was too small for analysis.)

Figure 12. Ability to Operate in 2020
Base: Business directly serves visitors



DECLINE IN REVENUES

Surveyed businesses reported that their Alaska revenues declined by an average of **66%** in 2020 compared with 2019. The average decline was highest among Southeast businesses (**-77%**) followed by Interior/North businesses (**-65%**) then Southcentral (**-61%**).



DECLINE IN EMPLOYMENT

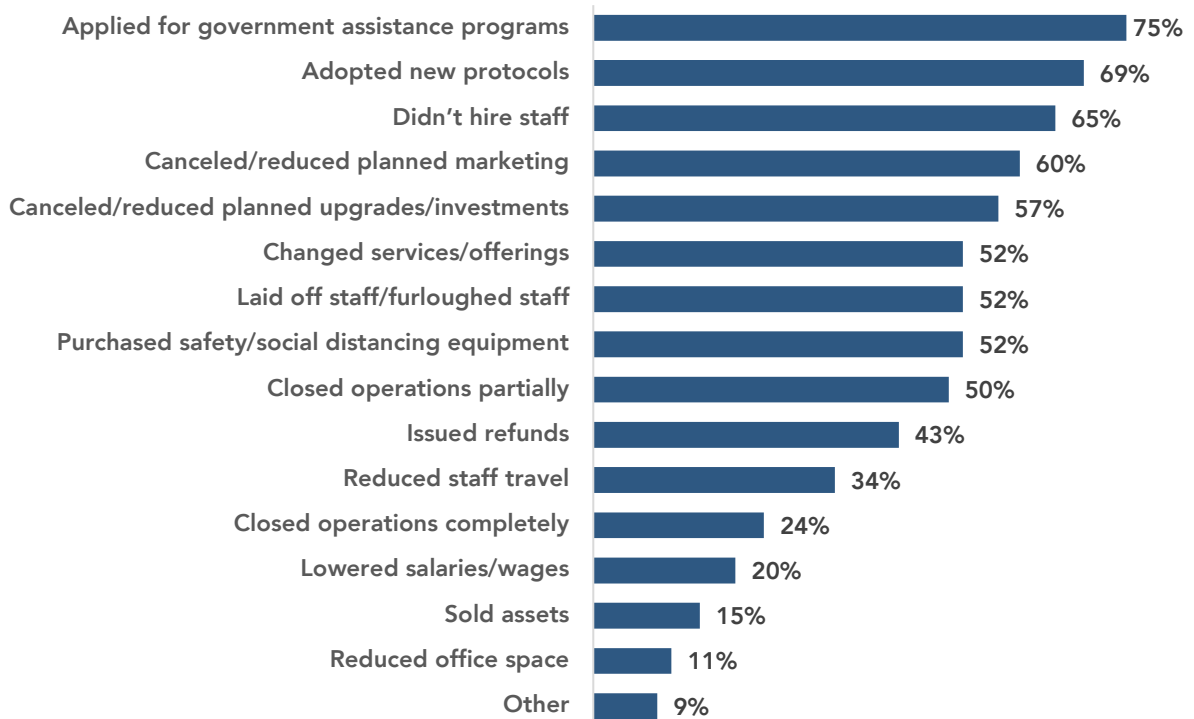
Businesses reported an average peak employment of **29 employees** in 2019 and **12 employees** in 2020, a drop of **59%**. The average decline was highest in Southeast (**-66%**) followed by Interior/North (**-63%**) then Southcentral (**-52%**)



COVID MITIGATION MEASURES

Businesses reported taking a wide variety of measures in reaction to the pandemic, many of which required extra time, effort, and resources. The most common actions were applying for government assistance programs (**75%**), adopting new protocols (**69%**), and not hiring staff (**65%**).

Figure 13. Actions Taken In Response to Pandemic



SELECTED COMMENTS

The survey asked respondents to share what “other impacts” COVID had on their business. Among the dozens of stories of lost customers, revenues, and valued staff were less quantifiable impacts: the emotional toll of the pandemic. Many comments reflect high levels of stress, grief, and loss of company morale. Following is a sample of comments; a full list of responses can be found in the Appendix.

‘Hanging by a thread’ is the best description...

[Our] company, like many, was in growth mode, and had acquired new equipment prior to 2020 season. Was stuck with lease/capital expenditures, but no revenue to help offset.

Completely closed since the pandemic and barely hanging on to stay afloat.

Complete devastation, zero tourism in Hoonah

COVID killed our business, we barely made it...

Difficult to collaborate and grow people and our business. Difficult to maintain and grow company culture. Difficult to onboard new staff and advance the learning of junior staff.

Difficult to find staff due to unemployment benefits being so high.

Emotional stress doesn't have a financial impact directly but does cause an impact on the owners of small businesses that isn't measurable.

Forcing me into retirement.

Guests cancelled reservations due to the strict rules for those coming into the state as well as the city. Quarantine for 14 days before they could enjoy their 2-week vacation!!

Had to take on additional debt to survive. Cost to clean and maintain increased. Could not find employees so we had to cut back on number of cabins to keep open for potential guests.

I canceled everything, refunded 100% of my sales, and lost money. It made it risky to plan for 2021.

I am pretty sure my transportation business is going out of business.

I have a restaurant, bar, motel, RV lot, gift store and gas station. I feel very lucky that my business is on the Kenai Peninsula. The Covid and Cares money kept the business alive in 2020. There is NO way we would be in business if we did not receive that money.

It completely shut us down. Some employees permanently moved on. Some customers cancelled trips and won't come back. Demoralized management and staff.

Losing well trained staff due to not being able to keep them on payroll is probably the hardest part.

My business was closed for 2 months, I have applied for everything, and have received zero. And when they allowed me to reopen, I was able to at 25% for the last 8 months. However, my rent is \$5,000 a month, so I am behind several months, I don't know how I can make it! I am so sad, as I love my clients, and they are family to me.

Selling at local markets came to a complete stop. Tourism came to a complete halt. That tourism industry was nonexistent and is one of our primary markets as a small rural Alaska business.

In 2019, I fed thousands of guests on my food tours. In 2020, I fed 24. I watch my colleagues in the lower 48 restart and some are back to regular business. I'm not even close to that. I have tours, but no guests.

The biggest impact to us has been the welfare of our employees and how much stress they endured and had to deal with throughout this last year.

Skagway is having a mass exodus of families right now. We have lost over 12 families and more are leaving due to loss of income.

To a person, everyone is working harder and longer for reduced results. The uncertainty has been unsettling and exhausting on top of increased workload due to decreased staff.

IMPACTS ON DMOS

Many Alaska DMOs (Destination Marketing Organizations) were devastated by the pandemic. Bed tax revenues, often a major source of DMO funding, fell dramatically, and cooperative marketing programs were cut back.

The online survey of Alaska visitor industry businesses received 17 responses from DMOs. These organizations reported the following impacts from COVID:

- Peak employment fell from an average of **17 employees** in 2019 to **8 employees** in 2020.
- Revenues declined by an **average of 57%** in 2020, compared to 2019.
- Among the various mitigation factors in reaction to the pandemic...
 - **82%** canceled/reduced planned marketing
 - **82%** reduced staff travel
 - **76%** didn't hire staff
 - **71%** closed operations partially
 - **71%** canceled/reduced planned upgrades/investments
 - **65%** laid off/furloughed staff
 - **59%** changed services/offering
 - **59%** purchased safety/social distancing equipment
 - **41%** lowered salaries/wages
 - **35%** issued refunds.

MITIGATING FACTORS

ALASKA RESIDENT TRAVEL



As the pandemic unfolded in spring/summer of 2020, one of the strategies employed by businesses and DMOs was to promote in-state travel. ATIA launched a “Show Up For Alaska” campaign encouraging residents to travel locally and support small businesses, and were joined by many local DMOs and tourism businesses in promoting discounts to Alaska residents.

The COVID Impacts survey revealed that many businesses reported an increase in their revenues associated with Alaska residents in 2020:

- Among businesses that directly serve Alaska visitors, the average percentage of revenues attributable to out-of-state visitors was **74%** in 2019.
- Among these businesses that were able to operate in 2020 (**73%**), the average percentage of revenues attributable to out-of-state visitors fell to **35%** in 2020 - indicating that **65%** of 2020 revenues were attributable to Alaska residents.

GOVERNMENT ASSISTANCE

As noted above, **75%** of surveyed businesses reported applying for government assistance in response to the pandemic. These businesses reported receiving an average of **\$167,000** in assistance. Following are the main sources of assistance programs for Alaska tourism businesses in 2020.

Paycheck Protection Program (PPP)

The CARES Act created the Paycheck Protection Program (PPP), which provided forgivable loans to help small businesses and organizations cover payroll costs, and interest on mortgages, rent, and utilities for up to eight weeks. PPP loans were also available to self-employed business owners. To be eligible for forgiveness, at least 75% of the forgiven amount must have been used for payroll.

An analysis of PPP funding data shows that among the main tourism-associated business categories (restaurants, bars, hotels, tour operators, scenic transportation, vehicle rental,

museums, etc.), 1,332 Alaska businesses received PPP funding totaling around \$131 million. (Note that this figure is dwarfed by the loss in visitor industry spending of \$2.2 billion.)

Economic Injury Disaster Loans (EIDL)

The CARES Act made COVID-19-related economy injury an eligible expense for the SBA's Economic Injury Disaster Loan (EIDL) program, expanded EIDL eligibility, and created a new and limited grant program called EIDL Advances. Due to high demand, the CARES Act reduced the maximum EIDL loan from \$2 million to \$150,000 for COVID-related loans. Loan terms remain the same at 3.75% interest rate for businesses and 2.75% for nonprofits, for a repayment period of up to 30 years.

The CARES Act also established an EIDL Advance program. Also called EIDL grants, advances were meant to provide quick relief for applications awaiting processing of SBA Economic Injury Disaster Loans (EIDL). These funds ran out in June 2020. Under the program, applicants could receive \$1,000 per employee, up to \$10,000, to cover immediate payroll, mortgage, rent, and other specified expenses. The money does not need to be repaid.

State and Municipal CARES Act Funding

Alaska municipalities received CARES Act relief funding, passed through the DCCED Division of Community and Regional Affairs (DCRA). AIDEA served as another source of CARES Act funding. This funding was often used to offset losses and impacts from the pandemic, to ensure an appropriate local health response, to establish programs and services to support residents during the pandemic period, and to provide direct assistance to affected businesses, among other uses.

Appendix:

Visitor Business Survey Results

ATIA distributed an online survey to members in March 2021 to assess the impacts of COVID. The survey link was also distributed by Alaska CHARR (Cabaret, Hotel, Restaurant and Retailers), AKHLA (Alaska Hotel and Lodging Association), and RDC (Resource Development Council). A total of 373 businesses participated in the survey.

Table 2. Which of the following best describes your business/organization? (%)

n=373	% of Total
Tour/activity/museum/attraction	27
Restaurant/bar/brewery/distillery	18
Accommodation/lodging/campground	17
Retail	12
Transportation (bus/van/air/rail/taxi/car rental)	6
Professional services	6
DMO/Chamber	5
Trip planner/travel agent	3
Cruise line	2
Travel guide/publication	2
Individual member/advocate	1
Government agency	1
Website/information service	<1
Other	1

Table 3. In which region(s) of Alaska do you primarily operate and/or provide service? (%)

n=371	% of Total
Southcentral	49
Southeast	32
Interior	15
Statewide	9
Arctic/Far North	3
Southwest	3

Table 4. Where is your business/organization based? (%)

n=373	% of Total
Anchorage	28
Juneau	9
Kenai Peninsula	8
Fairbanks	7
Skagway	6
Seward	5
Ketchikan	5
Mat-Su Valley	4
Sitka	3
Wrangell	3
Whittier	3
Denali	2
Talkeetna	2
Haines	1
Kodiak Island	1
Girdwood	1
Valdez	<1
Hoonah	<1
Nome	<1
Prince of Wales Island	<1
Other Alaska	6
Outside Alaska	3

Table 5. In 2019, what was your peak employment in Alaska? (%)

n=373	% of Total
0	6
1-4	24
5-9	16
10-19	20
20-49	14
50-999	13
Don't know	6
Average	29 employees

Table 6. In 2020, what was your peak employment in Alaska? (%)

n=373	% of Total
0	16
1-4	38
5-9	14
10-19	12
20-49	10
50-999	5
Don't know	6
Average	12 employees

Table 7. Does your business/organization directly serve Alaska visitors? (%)

n=373	% of Total
Yes	87
No	13

Table 8. In 2019, about what percentage of your revenues were attributable to out-of-state visitors (versus Alaska residents)? (%)

Base: Directly serves visitors

n=326	% of Base
0%-25%	10
26%-50%	12
51%-90%	33
91%-100%	30
Don't know	10
Not applicable	5
Average	74

Table 9. Were you able to operate in 2020? (%)

Base: Directly serves visitors

n=324	% of Base
Yes	73
No	27

Table 10. In 2020, about what percentage of your revenues were attributable to out-of-state visitors (versus Alaska residents)? (%)

Base: Directly serves visitors; operated in 2020

n=238	% of Base
0%-25%	45
26%-50%	16
51%-90%	11
91%-100%	8
Don't know	13
Not applicable	7
Average	35

Table 11. Can you estimate what percent your total Alaska revenues declined in 2020, compared with 2019? (%)

n=373	% of Total
0%-25%	11
26%-50%	20
51%-90%	31
91%-100%	27
Don't know	8
Not applicable	4
Average % decline	66

Table 12. Can you estimate how much your company/organization spent on COVID mitigation measures in 2020? (%)

n=372	% of Total
\$0	17
\$1-\$500	11
\$501-\$1000	10
\$1001-\$5000	17
\$5000-\$10,000	9
Over \$10,000	6
Don't know	22
Not applicable	8
Average	\$6,200

Table 13. Which of the following actions did your company/organization take in 2020 in response to the pandemic? (%)

n=373	% of Total
Applied for government assistance programs	76
Adopted new protocols	69
Didn't hire staff	65
Canceled/reduced planned marketing	60
Canceled/reduced planned upgrades/investments	57
Changed services/offerings	52
Laid off staff/furloughed staff	52
Purchased safety/social distancing equipment	52
Closed operations partially	50
Issued refunds	43
Reduced staff travel	34
Closed operations completely	24
Lowered salaries/wages	20
Sold assets	15
Reduced office space	11
Other	9
No changes due to pandemic	1

Table 14. Can you estimate how much your company/organization received in COVID-related governmental aid in 2020, such as PPP loans/grants, municipal grants, State of Alaska grants, SBA EIDL, tribal grants, or other types of governmental aid? (%)

n=365	% of Total
\$0	8
\$1-\$10,000	7
\$10,001-\$25,000	10
\$25,001-\$50,000	10
\$50,000-\$100,000	10
\$100,001-\$200,000	13
\$200,000-\$400,000	12
Over \$400,000	7
Don't know	19
Not applicable	3
Average	\$167,000

Please share any additional impacts that COVID had on your business or organization in 2020.

'Hanging by a thread' is the best description, hard to hire quality staff as they are in unemployment and don't want to go to work and what a disservice this has been for employees that stuck it out... they didn't get the extra 609 to 300 a week so it was not a benefit to stay,

100 percent loss tells it all.

2020 was a devastating year but we were able to hang in because of government assistance. Without it, we would have gone bankrupt. We closed our year around business from September 2020 to April 2021 in the hopes of surviving long term as we didn't have the funds to remain open.

2020 was devastating to our business. We were counting on a rebound summer 2021 but it won't be good as the cruise ship industry is blocked from Alaska again for a second summer. I feel the reason is all political and not covid 19 related. The current administration in Washington DC wants to put the breaks on the economy for another year regardless of vaccinations and declines of virus hospitalizations, etc.

4 out of 10 customers were new to the outdoor space. Sales were record setting strong.

50% reduction in revenue, 35% reduction in trips, difficult to get funding for sole operators.

A lot of people did not want to wear masks.

After researching the market, our product offering, expenses in 2019, 2020 was our start-up year with an investment of \$30,000.00 into equipment, insurance, and subscriptions. On January 27th We made the commitments just in time to be shut down by the pandemic. With the shutdown of out-of-state travel we were left with all of the bills and no marketplace and very few customers. Total revenue for 2020 was less than \$1,000.

As a member based organization we saw most of our members tighten their belts and not renew membership, not purchase marketing opportunities and cut all spending until they knew what the season would look like. As relief monies started to come in we did have some renew but over 90% did not. We are seeing more renewals for 2021. We have partnered with the Borough to promote the Kenai at various levels, for 2020 that number was \$100k, but it was brought down to \$30k for 2020 and to \$60k in 2021 and potentially 0 for 2022. At its peak the Borough was investing \$340k.

As a restaurant the city of Anchorage closed us down for 160 days.

As of the End of March of 2020, we were forced to be closed for 6 Weeks. After reopening in the beginning of May, 2020 our business was down in revenues by about 80%. We have recovered somewhat during the last quarter of 2020, when winter tourism started.

As owners, we had to work other full-time jobs while still managing the few employees we kept on payroll to make cap x improvements using federal grant money. As such, we as owners worked the equivalent of 2 jobs while only getting paid for one of them. This was hard on family life and stressful financially. However, the bright side is that due to federal help, we were able to do some great staff housing improvement cap x projects that we otherwise wouldn't have been able to do and we were able to hire our core staff to do a lot of it

Biggest impact was giving discounts and reducing nightly costs to stay at my AirBnB's. This allowed me to stay fully booked, however, my net income was down at least 20%.

Buffet style restaurant is big hit on this scenario!!

Business was down 40%

Challenging year!!

Closed for 7 weeks and then did just pickup and delivery for 5 weeks

Closure of the AK/Canada border

Company, like many, was in growth mode, and had acquired new equipment prior to 2020 season.
Was stuck with lease/capital expenditures, but no revenue to help offset.

Complete devastation, zero tourism in Hoonah

Complete loss of revenue due to Canada border closure

Completely closed since the pandemic and barely hanging on to stay afloat.

Completely destroyed our entertainment business

Completely devastating now that we have a second season with no cruise ships.

Considering closing due to 2021 season being shut down with no cruise ships.

Covid increased business as local customers shopped local instead of traveling to shop.

COVID killed our business, we barely made it, revenue down 50%, the other 50% just covered expenses, small operator don't qualify for PPP, any new covid funds need qualifying criteria to be off of gross sales not line 31 of schedule C or profit after expenses

Covid limited our participation in several Alaska events, Great Alaskan Aviation Gathering, Alaska Sportsman Show, ComFish. We service dealers in Alaska who have all experienced a decline in their satellite comms business.

COVID really impacted our clients which in turn impacts our business. With the Alaska economy being so bad it has major implications on our business and all of our clients.

COVID reduced our business to equal to first year revenue.

Dead in the water

Decreased reservations due to no traveling

Deferred maintenance put off another year, or more.

Difficult to collaborate and grow people and our business. Difficult to maintain and grow company culture. Difficult to on board new staff and advance the learning of junior staff.

Difficult to find staff due to unemployment benefits being so high.

Due to no in-person events, it was difficult to raise funds for our mission. Zoom fatigue did not help.

Due to the loss of cruise ships for two years in a row, the City of Whittier will realize a loss of \$2,300,000 in cruise passenger vessel taxes.

Emotional stress doesn't have a financial impact directly but does cause an impact on the owners of small businesses that isn't measurable.

Everything

For 36 years we have offered shore excursions to cruise lines in Haines and Skagway, Alaska. We had no cruise line visitations in 2020. Haines is 40 miles from British Columbia and 250 miles from the Yukon and the Canadian border has been closed since March 2020. We own a retail store and carry adventure gear, so no Canadian customers for 2020. We reduced staff and did not purchase inventory for the store.

Forced closures created loss in revenue, which made it impossible to pay rent.

Forced us to get creative!

Forcing me into retirement

Funding should give special attention to businesses with 100% revenue loss as is the case with most operators in the cruise industry. Theater, bars and restaurants have had many additional funding sources available even though they were not hit nearly as hard as the cruise industry.

Generally our summers accommodate tourists, either those who have driven the ALCAN or who perhaps are headed to Dawson City. We lost all of that traffic, but were carried by the 2nd year of a DOT, 2 year major road rebuild project here. What will 2021 bring? We of course do not know, but all does not look encouraging with the borders still closed.

Guests cancelled reservations due to the strict rules for those coming into the state as well as the city. Quarantine for 14 days before they could enjoy their 2 week vacation!!

Had to be shut down off and on due to Municipal ordinances. Couldn't bring staff back to work off and on. Major loss of sales. Shut down entire banquet program.

Had to close Skagway business entirely. Opened a retail store in home state of MN. No plans to reopen in Skagway ever again.

Had to take on additional debt to survive. Cost to clean and maintain increased. Could not find employees so we had to cut back on number of cabins to keep open for potential guest. Changed business plan, for 2021, increased cost in supplies and salaries. Some of cost can't be passed on because it will price us out of the market. My husband had to take to full-time job to help cover our personal cost. Which means we have to have additional employees in 2021, and that is proving to be hard to do. I feel the government made it too easy for people to stay home and not go out and find work. It is not helping the small business owner to find reliable employees.

Having to serve primarily Alaskans was a horrible experience. We'll take tourists over locals any day! It made for an extremely difficult and unpleasant 2020.

Huge hit to the staff morale. After furloughs, we also lost some team members who moved on to other things.

I am pretty sure my transportation business is going out of business. 70% of my clients were international travelers so I cannot operate this year, either. I have switched to airbnb-ing my house because I am able to sell it to Alaskans.

I canceled everything, refunded 100% of my sales, and lost money. It made it risky to plan for 2021.

I have a restaurant, bar, motel, RV lot, gift store and gas station. I feel very lucky that my business is on the Kenai Peninsula. The Covid and Cares money kept the business alive in 2020. There is NO way we would be in business if we did not receive that money. I am very grateful for it. In 2021 we received a second round of PPP that I am also very grateful for. However we really did not need as much money as we received. The Kenai Peninsula has not had as many restrictions as Anchorage or as the South East with the cruise ship nightmare. I have used some of the money that I received in 2021 but most is in savings. I am grateful for savings because who knows what happen to us next. My main point is I think any additional money from the government should have Anchorage and Southeast be the priority as they have had their butts kicked the hardest. Now, if those areas got lots of money and are doing well please spread the love around!!

I own two fairly large retail stores in Skagway, Alaska. We were open to locals in 2020 and made .001% of sales for one store and .01% in the other, compared to 2019 sales. We are hurting! We need tourists!

If not for the PAU I would have had to close my business and find homes for my sled dogs, possibly have had to leave the state. I'm grateful for assistance I did receive and continue to receive.

Impacts of Covid in 2020 continued into the summer months when my business is at its peak. Back in March is when payments for guide liability/insurance/worker's compensation are due. Could never imagine back in March that I would face an 85% decrease in my business by mid June 2020. Was very appreciative to receive funds to help salvage my business in 2020.

In 2019 I fed thousands of guests on my food tours. In 2020, I fed 24. I watch my colleagues in the lower 48 restart and some are back to regular business. I'm not even close to that. I have tours, but no guests.

Inability to keep staff on board due to impacts on local housing and government.

It completely shut us down. Some employees permanently moved on. Some customers cancelled trips and won't come back. Demoralized management and staff. Provoked reconsideration of business model, reasons for being in business, goals, etc. Precluded extensive planned capital investments and developments. More bad things...

It has been really tough through this pandemic.

It made our path forward more unclear

It might change our complete way of operating.

It's been emotionally wearing to see so many of my industry friends be out of work and struggling. I have also been on unemployment for the first time in 5 + decades of working.

It sucked.

It was devastating in many ways. Because we had so many Alaskans it was a miserable experience. I feel the need to let you know this because Alaskans make terrible customers. For those businesses used to working with tourists, we all had a hideous time. I don't think anyone is bold enough to speak up, but I feel it necessary to point this out. If my first year of business had been 2020, I'd have closed my doors by the end of the season. Who are these people??? Tourists are great, they show with a rental car, some luggage, and an awesome attitude 98% of the time. Alaskans don't care about the scenery, they show up with extra vehicles, or boats, trailers, a couple of kids they never mentioned, and a demanding entitled attitude. I've spoken to many local tour operators who share our observations. Also an afterthought...you didn't mention reduced income as one of the options.

It was supposed to be our first full season of operation, and while we operated a handful of tours, it wasn't nearly enough. Now we have to hope that we can get enough independent travel in 2021 to make it to 2022...and hope 2022 is a big year.

Items made to sale through retail shops were not needed as there was no demand with cruise ship cancellations.

It's a domino effect in this industry - when one is impacted then you can plan on 10 more organizations impacted (i.e. Sysco food services impacted heavily by our shut down and others). We are doing some sort of operations in South Central and interior but we have 4 other destinations with zero operations for 2 summers in a row due to cruise shut down. Are you interested in the emotional/mental anguish of 2020? Because there were loads of that as well: loss of jobs, office space, friends, coworkers, finances, camaraderie with the industry - it all adds up. I went on furlough for 6 mos. got a seasonal job with the AKRR for about 5 weeks before they had to do seasonal layoffs. Crazy. Who would've thought?

It's been bad, Covid has affected our restaurant, bar and hotel. People have been laid off and we are running on a skeleton crew with people working several people's jobs. In our case, people cannot work from home so that is not an option.

I've had to look for new revenue stream and new tour products. Investing money in the new product research and new product purchases

Job layoffs, pay cuts, job eliminations.

Juneau is too strict with the COVID regulations. They need to loosen the rules and let us all start making money again. Shame on the conservative people that are making us all suffer. They sure like the 8% sales tax that we are collecting for them. This isn't right!!!! Most of my clients and all of my staff have been vaccinated.

Laid off all employees. Did not operate.

Local government causes more devastation than the pandemic.

Losing well trained staff due to not being able to keep them on payroll is probably the hardest part.

Now not knowing when things will come back is going to affect whether the staff that is still trying to hold on will be there when the time comes.

Lost a lease on prime retail location because landlord would not negotiate reduced rents even though store was dark for all of 2020...

Lost essential staff for too large of unemployment checks

Lost the sale of our business and retirement plans. Unable to refinance because our income went to zero for a period of time and year ending with a 70% loss of income stream. We had to cancel all upgrade and expansion plans that had been considered if we did not sale and when sale fell through could not get financing to help weather the closures and decline in business. Lost employees and found it difficult to hire.

Made it impossible to find help, wouldn't give up that free unemployment. Just applied to fulfill job search requirements and then declined the job when offered.

Major impact. We still have fixed costs that are well outside the PPP monies received, insurance is our biggest expense over \$40K per year. You can't plan to hire people back if you don't know if you will be able to operate a tour business.

Masks are mandatory. Social distancing therefore fewer people on the boat.

Monetary problems leading into 2021.

Much of the aid offered by the government was for employee compensation which was of little help. Our fixed expenses such as - liability insurance, membership dues, marketing, land use fees, utilities, space rent, sanitary utilities, auto insurance, fuel, equipment maintenance and trail work were ongoing expenses that were not covered.

My business was closed for 2 months, I have applied for everything, and have received zero. And when they allowed me to reopen, I was able to at 25% for the last 8 months. However my rent is \$5,000 a month, so I am behind several months, I don't know how I can make it! I am so sad, as I love my clients, and they are family to me

My freight business supports local lodges with food and supplies; supports other local businesses with transporting goods back and forth from Juneau. Thank you for conducting this survey!

My mother died of COVID-19.

My whole family had to work without receiving any payment until we start receiving the PPP loans and the extra loans help. Closing one day at week and 2 hours early every day.

Naataq Gear LLC was not able to participate in open markets here in Nome and attend marketing events due to COVID. COVID mitigation included hiring a website developer to improve our e-commerce services. Also utilized Municipal COVID Funding to purchase equipment to assist with e-commerce sales. Selling at local markets came to a complete stop. Tourism came to a complete halt. That tourism industry was nonexistent and is one of our primary markets as a small rural Alaska business.

Negative cash flow even after PPP. Sold assets to cover losses.

No customer makes a booking due to Covid-19 restrictions for traveler.

No income coming into Skagway and therefore all new construction has been cancelled. Very little service work for our business as community members are not making an income due to no tourism.

None I can remember. It was awful but beat alternative of getting Covid.

Not being able to travel to Alaska for projects and to meet with clients has resulted in a decrease in business for 2020-2021

Not one of the 2019 Alaska vacations I planned was able to operate. Majority of trips I planned cancelled and I received about \$1000 in commission from insurance for an entire years worth of trip planning. The 1/3rd of clients that decided to replan trips in 2021 instead of cancel, meant doing 3 times or more the work for the same income as one trip (1-initially booked, 2-cancel and track all credits, 3-reuse and replan trip, big ships cancel=4 rebook many of those trips AGAIN because of trickle down issues with offerings i.e. train, causing schedule issues), Commissions still not to be paid/realized until said trip actually happens so this chapter remains to be seen. Without the wonderful grants that I was fortunate enough to qualify for and obtain, my personal income would not have sustained me financially. Even so, it was still a 'lean' year and continues to be since as a travel advisor, I only receive commissions after the client has traveled.

Not only have we struggled with roughly 1.3 million dollars in revenue we also struggled with retaining employees, hiring new employees and mental strain on the employees working throughout the year. The biggest impact to us has been the welfare of our employees and how much stress they endured and had to deal with throughout this last year.

Of the \$145,000, \$120,000 was in the form of an EIDL, which means that at 3.75% interest, that's accumulating, we are incurring more debt which makes it even more difficult to climb out of the hole. Our business is impacted even more because of the expense to get to Wrangell. With Delta offering flights to SE, Alaska has lowered prices to Ketchikan, Juneau and Sitka. Prices to Wrangell and Petersburg are more than double those, which mean more travelers will choose other communities. The Alaska State ferry has also reduced sailings, which compounds the problem. Those of us in smaller communities that have rebuilt our businesses to provide tourism services, will have a more difficult time recovering as the effect will last longer.

Oil price crash caused 1 plus year deferrals on project development.

Only shut doors for 2 weeks. Been running full expenses and 1/2 the revenue.

Our business conducts marketing and advertising for the hospitality industry which was severely impacted by COVID.

Our business has been greatly impacted by COVID due to the loss of cruise ship passengers. We had already ordered most of our summer inventory for the 2020 season when we were forced to close our 2 stores in March of 2020 for 6 weeks. If we hadn't received the SBA EIDL loan and some of the other grants we would not have been able to pay our vendors. Now we are worried about making the loan payments because it looks like another season without cruise ship passengers. We didn't buy much new inventory because we still had much leftover from the 2020 season.

Our CARES grant was not funded due to the date we submitted the application (the money had run out on first come, first served basis). As a winter seasonal business we lost some income for the last half of March. But since we don't have much income or expenses during the late spring and summer into fall, the 3 month period we chose was August through October. This meant that by the time we submitted all the required information in November we were at the back of the line. Disappointing since the business lost over \$100,000 in 2020. Hopefully there will be other grants.

Our Chamber focused heavily on keeping business open and staff employed by helping them connect to the various funding programs and giving guidance on COVID operating procedures.

Our full service restaurant is operating at half the service hours offered pre-pandemic. Demand is high, but staff is hard to come by. There is a tidal wave of tourism coming to our state in 2021, but services will be greatly limited and woefully underprepared due to 1. staff left the industry after it was shut down by government 2. unemployment benefits are too high to attract employees 3. many potential employees are affected by fear in dealing with the public 4. housing costs are very high. We are unable to staff our restaurant adequately due to the "fall-out" caused by restrictions and mandates imposed on Anchorage residents and businesses.

Reduced travel from out of state and adapting to new protocols took a toll.

Revenue dropped to zero after March 2020, and still has not resumed. It may be another year before we see a dime of revenue.

Revenues held mostly steady due to relief programs, but visitorship was down 80% and store revenues down 60%.

Revenues were down over 80%. It took months to get the EIDL, so used my retirement money and borrowed from family to make ends meet. Huge thanks to Juneau for offering a small loan and grant to get me through until the EIDL came in in January 2021.

Room occupancy was down about 65% from the 2019 level and revenue was down about 80%. In a normal year we have pass through revenue of about \$100,000 to other local businesses (fishing guides, sightseeing and groceries) and in 2020 the pass through revenue was about \$30,000.

Scared local, regular customers from coming out & spending.

Several of our B&B members are no longer doing business.

Since I volunteer with the Visitor Industry, many of the questions don't apply. However, I definitely saw changes in services and protocols to accommodate the covid crap.

Since we deal with cruise ship passengers, we had 0 business for 2020. Not only did we not make income, we had to refund hundreds of thousands of dollars in pre-booked tours.

Still over \$700k in losses. Unable to pay loan payments. In danger of losing my lease if I can't pay more this year. Was unable to buy inventory for this year.

Stopped all public operation since March 2020. Since community immunization has occurred we will resume services and have applied for CARES funds.

Supplies and shipping ended up being way more expensive, as supplies were limited and we were often forced to expedite shipping at a great cost. We found ways to keep sales up, but the profit/costs associated with sales was significantly higher.

That was our 30th season. We had zero foreign reservations. Usually we have about 20% of our reservations generating from overseas.

The biggest impact we had was zero cruise ship visits. Our cruise ship visit numbers had been steadily increasing over the last few years here in Unalaska/Dutch Harbor, and we were relying on our income from them as almost 1/3 of our budget. Not being able to have our annual fundraisers and membership drive impacted us as well.

The company ownership/management took on second jobs to help retain cash flow.

The constant bullying in person and online that we received because we required people to wear a mask in our business took a huge toll on my staff.

The future of our operations is very much in question due to lack of public trust in safely gathering. Travel restrictions also impact our industry moving forward.

The grants helped the business but it was still very hard on the employees though I helped them some. We did have to throw away some supplies that went bad. Overall I have been very thankful that we have so far managed to stay afloat with the help of the various grants.

The human toll has been high - morale has had its low points, and staff worries about keeping jobs. Also, as a DMO we talk with community members on a regular basis and it is difficult to constantly hear about the worries and heartaches of individuals and businesses.

The lack of an adequate response to Covid from the Federal Government lead to an unnecessary and needlessly prolonged pandemic. The politicization of science and Covid deniers were taxing for my staff to deal with daily and weekly.

The majority of our revenues come from our wholesale efforts related to the tour season. We turned to mostly retail/e-commerce to generate income in 2020.

the state web site is still very confusing to the traveler in 2021 and things like the railroad and Denali park could care less about the small co. trying to make this summer a success for Alaska its all about the big cruise co. will cut back because the rest of you don't matter that's how we feel.

The uncertainty of 2020 continues to impact 2021 bookings and confirmations.

There were a couple of bright spots - great support from Alaskans and a big increase in web sales. It is hard to estimate the amount of web sales that were from Alaskan customers and non-Alaskan customers, but maybe 40/60?

There were no guests who came from overseas. None.

This year will be worse than last year. My biggest customer went out of business.

To a person, everyone is working harder and longer for reduced results. The uncertainty has been unsettling and exhausting on top of increased workload due to decreased staff.

To survive, we had to take on over \$2,000,000 of new commercial debt at market rates, above and beyond stimulus support and loans.

Tough year is coming.

Tourism is our main business and the lack of it in 2020/2021 has changed how we operate. We have had to lay off our managers in ANC, go down to single shifts in stores, change our hours of operation from 9am - 9pm to 10-6, order product for the month rather than 4 months, reduce our office/warehouse staff from 10 to 4 people, negotiate rent reductions with our landlords and close up one of our ANC locations that we operated since 1969. This last year we have had security issues in our downtown location. Without tourists walking on the street, we have an increase of non-shoppers. We are now locking our door during business hours and only letting shoppers in. We've had people sleeping in our doorway and getting mad when asked to leave. Our employees are frightened at work. They have been verbally threatened and have had to call Anchorage Downtown Partnership Security and the police several times.

Tourism makes up 95% of our town economy. There was not a segment of the community that was unaffected in 2020. The uncertainty of customers makes it challenging for our businesses to develop working plans, making it difficult (not impossible) for our DMO to market our town as an independent visitor destination. Flexibility to work at home was a plus.

Uncertainty of the future.

Unqualified "facts" regarding industry impacts have been reverberating throughout community and impacting industry morale. Promoters of industry are extremely short staffed and juggle industry voice with time resources. Loss of intellectual assets through attrition due to furloughs is a constant worry for resumption of operation in a seasonal environment.

We are afraid of what 2021 is going to bring. There are not programs to save us this summer :-(

We are continuing to get cancelations for 2020.

We are doing a lot more takeout business.

We are thankful to have remained in a strong financial position through the pandemic and feel terrible for those businesses and communities who are so dependent on cruise travel.

We became closer as a company. The remaining staff learned to adapt to the fluid changes we faced during the pandemic.

We became focused on ALASKANS and glad we did!! It will help our marketing to weekend warriors.

We came in at 28% of normal in 2020, and it felt like I worked harder for that, too! Now, because people's more long-term focus is changing, we are trying to rebuild the team nearly from scratch, and in what I initially thought would be a hirer's market, we are scrambling to find enough help for 2021.

We couldn't open our seasonal restaurant, reduced income for staff due to no gratuities coming in. Ran with one person in our F&B department.

We depend 100% on large cruise ship travel bringing customers to Ketchikan. The SBA has biased & discriminatory application process presently for EIDL grants. The threshold of loss is 30% or greater but you must be located in a "low-income community", as defined by section 45D of the IRS Code. I suffer a nearly 100% loss for two years running and don't qualify because I live in Ketchikan instead of Saxman! Having discriminatory federal mandates to qualify for COVID relief funds is a heavy impact on dozens of businesses like mine.

We depend on Cruise and Independent Travelers. As Juneau is Landlocked and only 33000 residents live here year round. Without outside visitors it would be impossible for us to survive financially.

We had to postpone and then cancel our annual music festival (loss of revenues is not figured into the previous numbers). 2021 looks to be much the same as most of our revenue comes from cross border traffic with Canada and it doesn't appear that the border will open.

We have spent an extraordinary amount of hours on helping taxpayers and small businesses navigate the assistance available to them to be able to keep their doors open. We haven't charged for this service but will have to in the future to keep our doors open.

We need cruise ships in significant numbers in 2021 (now) or we will go out of business permanently.

We need more tourism grants direct to impacted businesses.

We only operated in a limited capacity toward the end of our regular season. Things could have been better if the State had done a second round of the AK Cares Act Grant. It was much more helpful to us than the PPP program. Bookings are good for 2021, however that will only last as long as enough people get vaccinated and COVID variants are under control. Otherwise, Alaska tourism will need an even bigger financial lift from federal and state governments.

We opened our business in March 2020, despite the COVID shutdowns & restrictions. Our franchise territory covers the Kenai Peninsula, Anchorage & Eagle River. Due to the restrictions, we were only able to open in the Central Kenai Peninsula area. Now that restrictions are easing, we have expanded into the South Peninsula area. If situations continue to improve, we are planning to expand into Anchorage toward the end of this year. Since we are a new business, the impact has been that COVID has dramatically slowed our growth.

We used to have music once a week that drew in a huge crowd; we had to stop that and the musician that I had still won't play in bars out of fear of COVID-19. I have talked to a couple of more musicians who won't play until COVID-19 is under "control". I am losing several thousand dollars in sales. I also had to use family money to cover expenses as most overhead remained even though I had to close the bar. My liquor store did remain open but under shortened hours.

We were fortunate that we didn't have to close due to COVID. We did shut our restaurant to take out only for several months and we lost motel revenue due to no tourists and contractors originally scheduled to work were laid off and projects postponed.

We were in the Mat-Su Valley so there was zero impact and zero Covid in our establishment. We actually had an increase and patrons due to Anchorage being so shut down.

When the cruise ships were cancelled we lost all of our income. We will not have another paycheck until 2022. Skagway is a unique community in that we have no other commerce other than tourism. 2020 hit us hard but 2021 will be devastating. Skagway is having a mass exodus of families right now. We have lost over 12 families and more are leaving due to loss of income.

While operating we mostly missed the cares grant opportunity and wish there was another chance to get grants which will be necessary to survive. Really have been hurt bad by holding reservation space for the cruise ships only to now have them cancel. We have missed many opportunities to book independent travelers while trying to honor our contracts with ships.

Wholesale beer sales did not exist for months while bars and restaurants were closed.

Wiped out our Alaska season. We regularly send approximately 250 people to Alaska from the lower 48 every year. 0 in 2020. Total Loss of Alaska business and continuing through 2021

With a second bad tourism season coming this summer many tourism businesses will fail.

With no significant business in 2020, I was fully dependent upon the EIDL and grants.

With the increase in unemployment benefits no one is willing to return to work. So we have to shorten our hours of operations

With the PPP loan, we were able to work some staff for 6 weeks but then all staff was laid off for 2020. We were able to get most of the PPP loan as a grant. We had 100% loss of revenue.

Without government assistance including an SBA loan, an Alaska Cares grant, City and Bureau of Juneau (CBJ) grants, CBJ loans, and PPP grants I would have been out of business. I am hoping

that I have enough to keep open until 2022 cruise season. If there is no cruise season in 2022 I will be out of business after being a very profitable business for the past 35 years. I lost 90% of my gross income in 2020 will be another 90% lost compared to my 2019 tax year. 2019 was my best year ever and 2020 was going to be better. I ordered and received my inventory before March 2020 and am now storing about \$250,000 in inventory with no one to sell it to. Thank god for the government bailouts. I am hanging on by my fingernails and hoping for a 2022 season. You should also be asking about 2021. It is also being impacted because of Covid.

¹ *Alaska Visitor Volume Report, Winter 2018-19 and Summer 2019*, prepared by McDowell Group for Alaska Travel Industry Association, June 2020. Note: "2018" and "2019" refer to October through September 2017-18 and 2018-19 study periods, respectively.