



# TRIBAL TOURISM TOOLKIT



FOR THE LEWIS & CLARK BICENTENNIAL AND  
OTHER TRIBAL OPPORTUNITIES



NATIONAL ASSOCIATION OF TRIBAL HISTORIC PRESERVATION OFFICERS

## **Disclaimer**

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## **1. Project Overview**

### **Each Tribe is a Different, Autonomous and Sovereign Entity**

Some tribes consider tourism one of their economic development priorities, while others live with and tolerate visitation, do not want to increase it, preferring to simply manage it to their greater advantage. The approaches to tourism development and management are as unique as the tribes themselves. Yet some tribes have succeeded in adding tourism to their economic development mix in a way that affirms the tribal community and improves the quality of life on the reservation.

### **Commemoration of the Lewis and Clark Expedition**

For four years beginning in 2003, nearly 60 tribes have been presented with the opportunity and challenge of a receptive and enthusiastic audience of American and international visitors -- estimated at 25 to 30 million -- during the National Lewis and Clark Bicentennial commemoration. The National Council of the Lewis and Clark Bicentennial has been coordinating the planning functions and technical assistance for the commemoration of the bicentennial in collaboration with tribes, states, private non-profits, and the legislative and executive branches of the government. On July 1, 2002, President George W. Bush signed A Proclamation - Lewis and Clark Bicentennial, which designates 2003 through 2006 as the Lewis and Clark Bicentennial. Tribes that are now located along the Trail, as well as those that came into contact with the expedition 200 years ago, have debated the question of whether and/or how they may make the most of the opportunities, and withstand the exposure and visitation that this national event will be presenting to all local communities along the Trail. Additionally, can those historic, national opportunities be extended to benefit off-Trail tribes as well? These types of questions are what the Tourism Toolkit has been designed to isolate and answer.

### **Ready or Not, Here They Come**

More people visit Indian Country every year, according to anecdotal evidence. They come for many reasons: recreation, business, gaming, visiting friends and relatives, culture, scenery, and curiosity. Visitors are attracted through various marketing mechanisms - tribal and state websites, newspaper articles, advertising, books, brochures, visitor guides, billboards and word of mouth. Imagine how many more people would visit if they were better educated about American Indian history, culture and contemporary life and were offered more reasons and opportunities to come visit.

### **Are Tribes Gaining or Losing Benefits from Tourism?**

Are tribes getting the maximum benefit from existing visitor traffic? Is attracting more visitors part of their overall economic development strategy? Are they making as much revenue as possible from those already visiting? Are they creating products to increase those revenues? Are they developing new visitor products that, at the same time, will improve the quality of life for tribal members? Are they conveying a clear, strong sense of the people and place to visitors? Do they have community and tribal leadership support for tourism development? For many tribes, the answers so far are "no." What resources exist that could help turn this situation around?

What can tribes do for themselves to turn the "no" answers into "yes" answers? The Tourism Toolkit

project is designed to explore these questions and offer suggestions, ideas and models, rather than answers. It emphasizes “can do,” not “should do.”

### **National Association of Tribal Historic Preservation Officers**

The Tribal Tourism Opportunities Toolkit is a project of the National Association of Tribal Historic Preservation Officers (NATHPO) in collaboration with Seventh Generation Strategies (SGS). Funding support was provided by the National Park Service (NPS) Lewis and Clark National Historic Trail Challenge Cost Share program.

The National Association of Tribal Historic Preservation Officers (NATHPO) is a national, not-for-profit organization formed to support and assist tribal governmental efforts to preserve, maintain and revitalize their cultures and traditions. This is accomplished mainly through the support of the Tribal Historic Preservation Officers’ programs, which are those tribal governments that have assumed the responsibilities of the state historic preservation officers on their respective tribal lands. NATHPO’s mission is tribal historic preservation. This is accomplished by informing and supplying building blocks for successful tribal heritage and cultural protection and rejuvenation, including tribal tourism. Tribal tourism is a demonstration of tribal sovereignty, in this case, through the tribe’s decisions of cultural site protection and interpretation. The Toolkit provides assistance to tribes with tourism development and management.

### **Lewis & Clark National Historic Trail Challenge Cost Share Program**

The United States Congress added funds to the Lewis & Clark National Historic Trail (“Trail”) budget to be used for partnership assistance and Challenge Cost Share projects associated with the Lewis and Clark National Historic Trail. This Tribal Tourism Toolkit is a Challenge Cost Share project to provide assistance to Tribal nations in planning for development of historic interpretation, commemorative events, and infrastructure development relating to the Trail in preparation for the Lewis and Clark Bicentennial. For additional information on the Trail and the Challenge Cost Share Program, go to: [www.nps.gov/lecl/welcome.htm](http://www.nps.gov/lecl/welcome.htm)

### **Seventh Generation Strategies (SGS)**

The mission of Seventh Generation Strategies (SGS) is to assist tribes, communities, non-profit organizations and corporations with legacy projects in conservation, preservation, restoration and heritage/cultural tourism projects that enhance life for at least the next seven generations. Jana Prewitt, founder of SGS, is a tourism, recreation, government relations professional who has developed, managed and marketed theme parks, water parks and other leisure attractions. She has also run tourism promotion non-profit boards. From 1997-2001, she was Assistant to the Secretary and Director of External Affairs for the U.S. Department of the Interior.

## 2. What's Your Kind of Tourism?

There are many tourism industry labels for specialized (or niche) markets:

- Nature-based or ecotourism
- Heritage tourism
- Cultural tourism
- Recreation
- Adventure tourism
- Gaming
- Industrial tourism (major theme parks and attractions)

There is a growing market for nature-based tourism -- which emphasizes the natural environment, flora and fauna, observing and learning more about the natural world. Ecotourism is nature-based as well, but seeks to leave the smallest possible footprint or impact of human presence in the natural world.

Cultural tourism is typically defined as focusing on the fine arts and museums. Cultural or heritage tourists usually have more money, spend more and stay longer. Heritage tourism focuses on the story of people and places told through interpretation of cultural landscapes and preservation or restoration of historic structures. Arizona promotes "cultural heritage tourism" in rural areas, defined by these characteristics: planned and implemented with community involvement and support; respects family stories; doesn't trivialize; and doesn't commercialize.

The top "attraction" for most tourists is scenery. Recreation is also a big draw. Adventure tourism, a growing niche market, involves strenuous, sometimes perilous recreation.

Some people travel specifically to gamble, so gaming is part of the tourism and hospitality development of many places, including about one-third (about 180) of the reservations of federally recognized tribes, as of 2001. These would include tribal casinos and health/fitness spas.

Major theme parks like Disneyworld and Dollywood in locations with a high concentration of high-dollar tourist attractions, like Orlando, Florida, and Gatlinburg, Tennessee are thought of as industrial tourism. Major race tracks and sports arenas and the cruise ship industry are also among those highly specialized, capital-intense ventures that attract millions of visitors.

### **Other Types of Industry**

There's also a separate category called the hospitality industry, generally defined as lodging and dining. Overnight accommodations and a variety of places to eat are considered essential elements of tourism. Sometimes they are destinations in themselves, for example golf or spa resorts and themed hotels.

Another category is sustainable tourism. Nature-based, cultural and heritage tourism are balanced with development to sustain communities and visitors while creating economic, environmental and social benefits simultaneously.



## **Why Involve the Community (or Communities)?**

Nearly every tribal community tourism success story emphasizes the importance of community involvement from the beginning, before developing new tourism opportunities or attempting to expand existing tourism. Why is it so important?

Community involvement provides reassurance there is a plan to:

- Protect people, lands and culture from exploitation
- Balance visitor entertainment with well-planned education to break down stereotypes
- Tell your own story your own way (less reliance on outside sources and more from tribe)
- Create tourism programs whose benefits flow to tribal people--financial, environmental, social.

(Source: Lori Pourier, LLP Associates, Rapid City, SD interview with tribal leaders and members)

Community involvement also helps:

- Accomplish more through volunteers
- Get political/tribal leadership support
- Bring all talents and skills to bear on projects
- Secure outside funding (most funders require it)

Beginning with the end in mind, here are some strategies for funding tourism-related projects.

Note: Financial and technical resources for projects are discussed in the last section of the booklet.

### **3. Outline of Winning Strategies for Generating Funding**

Some of the best strategies for successful funding of tourism projects include the following features:

- Community participation.
- Well thought-out planning.
- Demonstration of how the project fits in with community goals, priorities, plans.
- Identification of all resources available to the project, including knowledgeable community people.
- Discussions with agency and foundation staff to learn their priorities and requirements.
- Examination of sample proposal to see a model of excellence for that agency or foundation.
- Explanation of cultural differences in values or approach in carrying out the project.
- Completion of the proposal two months prior to deadline to allow community review and revision.
- Technical assistance or review at least one month prior to deadline. Note: Some agencies have two deadlines; the first one is to review your proposal and assist applicants in revising as necessary. See last section for greater detail.
- Be persistent. If not funded, ask the agency or foundation staff for assistance in revising and re-submitting the proposal.
- Carry out all activities in the project (unless granted permission for change) and submit the final report on time, to maintain an impeccable record with the funding agency.

(Source: Susan Guyette, Ph.D., A Guide for Native American and Rural Communities: Planning for Balanced Development, Clear Light Publishers, Santa Fe, New Mexico 1995.)

## **4. Steps in Tourism Development**

### **Your Tribe and Tourism--Where are You Today?**

Choose one of the following to describe your tribe's current status:

<u>Skeptical</u>	Doubts benefits outweigh costs
<u>Interested</u>	Believes benefits outweigh costs but does not have tourism development or management plan
<u>Developing</u>	Commitment to develop and manage tourism and some efforts under way
<u>Established</u>	Organized and functioning tourism industry attracting more tourists and creating more jobs over time

If your tribe is starting from the "skeptical" or "interested" stages, the following outlines what tribes and communities have found successful in the tourism development and management process:

### **Step 1--Form an Action Committee**

This committee should be led by the Tribe's tourism director or department (if there is one) or by the economic development, planning or land use department. Recruit 10-25 people from within the tribe who have a leadership role or skill. Perhaps it can be called a "host" committee if "action" doesn't work for the tribe.

Characteristics desired of action committee members:

- Strong desire to contribute to community improvement
- Commitment to stay with the process until completed and show up for meetings
- Experience as a volunteer or leader of volunteers
- Respect and appreciation for the views of others
- Recognition as leaders by some part of the tribe
- Ability to work with others as part of a team
- Ability to meet their own needs and get work done
- Attributes beyond expertise, such as great attitude, and/or energy, insight, networking ability, and organizational clout
- Views and philosophies consistent with or complementary to the work of balancing community needs and visitor development

Recruit representatives from different walks of life, including, for example:

- Respected elders
- Culture committee leader(s) (if applicable)
- Tourism, hospitality and recreation business owners or managers
- Service/retail business owners or managers
- Museum staff or officials
- Community event organizers
- Media, such as radio station or newspaper manager
- Economic development -- working or retired planning/land use specialists, preferably

- experienced in working with tribal governments
- Engineering/architecture/construction
- Education -- teachers, administrators
- Artists and artisans
- Clan representation, if applicable
- Youth -- high school and college levels
- Scholars
- Elected officials
- Landowners
- Tribal/professional planners and grant writers

Be creative with the list - you are looking for many perspectives and skills. Be enthusiastic and candid - you need a commitment of up to two years of monthly meetings and work to be carried out between meetings. Emphasize that it is important legacy work on behalf the tribe, and as such, will take time to do right.

**Duties of Action or Host Committee:**

- ✓ Attend regularly scheduled meetings
- ✓ Identify and obtain any local and outside resources needed for each step
- ✓ Develop and oversee completion of work plans
- ✓ Encourage community-wide awareness in all steps
- ✓ Publicize the intent and findings of each step
- ✓ Keep written records of committee sessions
- ✓ Conduct community meetings to review major recommendations

**Roles and Responsibilities**

Each committee member should select a role within the overall group that contributes to its success and one that they feel comfortable in performing. Here are some examples and the types of work tasks that would be expected:

- Moderator/facilitator: Remains neutral and works through any conflict that arises (the person in this role usually requires some training)
- Timekeeper: Keeps the schedule, agenda, and actions on time, especially when things get bogged down
- Recorder: Records major points of discussion, decisions, edits meeting notes for clarity, and organizes distribution of notes and minutes
- Coach: Keeps people coming to meetings, encourages enthusiasm and civility
- Planner: Thinks ahead and plans the next steps
- Logistics: Thinks about the “who,” “what,” “when,” “where,” and “how” of meetings and actions that are most efficient and effective
  
- Technology: Understands how to work any equipment to be used (may be more than one person)
- Details person: Concentrates on the minor, as well as major, details of plans and actions
- Artist: Sketches maps, scenery, and buildings

Advisor:	Knows or will research how each step has been done successfully by others, especially other tribes
Researcher:	Searches the Internet, books and other sources for help with funding, technical assistance, training
Writer:	Takes the recorder's work and translates it into articles, official documents and helps with writing grant applications
Promoter:	Cheerleads and stirs enthusiasm in good times and bad, and works with residents and officials in local community (may be more than one person)

Each member of the committee should write out or orally describe what they will do to fulfill their role. Everyone needs a defined role beyond showing up and expressing their opinion at meetings.

Effective agendas are those that do not take on too much. One subject, issue, or project at a time should form the bulk of an agenda. At the first meeting, the committee will lay out all the steps, roles and responsibilities and plans the logistics and methods to be employed in step 2.

### **Step 2--Plan and Complete a Tribal Community Inventory**

Compile a list of the tribe's natural, cultural, historic, recreational, and human assets and use this list to develop projects that have the greatest potential to improve community quality of life and tourist satisfaction. This is a fun project because it involves talking about things people care about. Think about creating groups of committee members and community representatives and conducting "windshield tours." An example of an inventory list and inventory methods may be found in Appendices D and E.

### **Step 3--Conduct a Resident Attitude Survey (or see Alternative Step 3 below)**

Find out what your tribal members really think about the potential for tourism, its benefits and costs. Test the best ideas that came out of the inventory. Determine what areas are considered desirable to share or too sensitive to share with visitors. The survey can be distributed and collected by newspapers, local business, or placed in high traffic gathering places. The Action Committee members also can actively encourage their circle of friends, relatives and influence to complete the survey.

An example of a resident attitude survey follows this section in Appendix F.

### **Step 3 – Alternative: Community Hopes and Horrors Meeting**

Using the finished inventory as an informational hand-out, hold a community meeting hosted by the Action Committee. Invite speakers to describe each section of the inventory with a different speaker for each kind of resource described. Some items that may be used during your presentation include:

- A flipchart. Title the first page, *Special Places*. Title the second one *Shared Activities*.
- Get people to call out the names of places they take visitors to see, and things they take visitors to do.
- Tape the pages as they fill up on the wall.
- Title the next pages (revealing and finishing one at a time) *Scenic Hopes*, *Historic Hopes*, *Natural Hopes*, *Recreational Hopes*, *Cultural Hopes*.
- Ask people to call out special events, places, people, views, bits of history that relate to each

- topic. Ask how each asset might be positively used, conserved and appreciated.
- Label another set *Scenic Horrors*, *Historic Horrors* and so on. Ask people to name their fears associated with each asset and increased visitation on the reservation. For instance: “the trail to the waterfall would be overrun.”
  - Label the next page *Visitor Education*. Ask people to call out the most important things they want visitors to know about them, their history and culture. Ask also what kind of behaviors they want to encourage in visitors.

The committee can analyze and record the themes from this meeting to use in the development of priorities, goals and strategies.

Don't be afraid of opposition to tourism development. The concerns people express are real.

Developing a tourism strategy that responds to these concerns will broaden your base of support and produce a strategy that benefits as many people as possible.

### **Conflict is Natural**

Conflict is neither positive nor negative. It just is. Nature uses conflict as its primary method of change, creating beaches, canyons, mountains and pearls. It's not whether you have conflict in the tourism development process that matters, it's what is done with that conflict that makes the difference. Conflict isn't a contest. Winning and losing are goals for games. Learning, growing and cooperating are goals for resolving conflicts. Resolving conflict is rarely about who is right. It is about acknowledgment and appreciation of differences.

### **Step 4--Analyze Your Current Market**

This step is take a good look at your data and information, and includes asking these questions: “How many visitors are already coming?” “What they are doing?” “How long they are staying?” “What they are spending?” “Where are they visiting from?” “How did they heard about your tribal tourism program?”

A successful market analysis will inform you about:

- What is currently most appealing to visitors
- What kinds of people are likely to visit the tribe if they are specifically targeted
- Where your marketing will do the most good
- What helps promote maximize visitation without further development expense
- Whether or not a visitor venue is in trouble or needs more help in becoming profitable. Your first priority can be to protect and enhance what you already have, which will bring you allies and abate criticism that prior development was not successful, thus enabling future development.

Market analysis has three components: Population, Market Profile, and Expenditure profile.

#### Population

Identify the boundaries of the tribal area that attracts visitors and determine the total numbers of visitors to that area. The ideal model determines the total number of nonresidents crossing into the area during any given time period, season, or special events, and their length of stay. Ways to gather

information include:

- Short term information sources: Event attendance, hotel and campground occupancy, and larger statewide models from which to adapt estimates.
- Longer term information sources: Traffic counts from each highway entry point (and airplane, bus and train de-boardings, as appropriate) and estimated nonresident proportions for each of those locations throughout the year.

### Market Profile

Describe the visitors according to their demographic information and usually includes: residence, age, education, income, type of travel group and trip specific information (activities, accommodations, purpose of trip, and destination). Ways to gather information:

- Short term strategy: Adapt existing statewide travel studies, use previous CVB market and special event studies from nearby population centers, and identify existing local business information collection sources
- Longer term: Conduct a market survey of the area using a stratified (different ages) random sampling technique. Should account for all types of visitors and be distributed proportionately throughout the year.

### Expenditure Profile

Describe the types and amounts of expenditures made by visitors during a visit to the tribal area.

- Short term strategy: Adapt estimates from statewide visitor studies, use previous studies by private consultants in the tribal community, adapt studies from other tribes, and develop estimates from tribal business receipts.
- Longer term: Include expenditure questions in a visitor survey.

This step can be carried on simultaneously with other steps. A valid visitor survey takes the entire visitor season to compile. Gathering information from other sources also takes time.

A sample visitor survey may be found in Appendix C.

## **What's Your Market Potential?**

The factors that contribute or detract from your market potential are:

- Proximity to major population areas. The closer the tribe is to a major city or cities, the easier it will be to attract visitors.
- Proximity to interstates and major state roads. Scenic quality of all roads leading to the tribal enterprise enhances your ability to attract visitors.
- Number of people traveling to places near the tribal enterprise.
- Tribal attractions and events.
- Facilities that support those attractions and events (i.e., hospitality that includes accommodations and eating facilities).
- Promotion strategy the tribe uses to target market for its enterprises.
- Visitor cost to travel and stay with at the tribal enterprise.
- Degree of competition, in other words, how many others are pursuing your targets?

## **Step 5--Establish Priorities and Goals**

Using the inventory of assets, the community hopes and horrors exercise or the resident attitude survey, develop priorities for the enhancement of the tribe's scenic, natural, historic, cultural and recreation assets. From those priorities, develop a set of short term (one to twelve months), middle term (one- to five-years) and long term (five- to 10-years) goals for tourism enhancement, management and marketing.

## **Step 6--Develop Strategies and Projects and Identify Resources to Meet Goals**

Once the tribe has established priorities and goals, the next step is to determine how best to achieve those goals. Here are some steps to take:

Assemble a thorough list of potential tourism projects that includes these steps:

- Take 5-10 minutes for each member to write down his/her top project ideas
- Discuss these ideas in a brainstorming atmosphere (i.e., all comments about feasibility, merit and soundness are withheld until later)
- Refer to the inventory summary worksheet for ideas
- Write all the ideas on flipcharts

Refine the project list:

- Separate long-term from middle- and short-term projects
- Discuss as a group, estimating how long each project will take to complete (initially this will be a guess)
- Review and refine the flipchart lists

Prioritize the project list:

- As a preliminary assessment of the marketability of the projects on your lists, use the following scale consisting of nine questions which are answered yes (2 points), somewhat (1 point) or no (0 points) or use questions appropriate to your tribe.

### **Value to the tourist**

- Will the project(s) fill one or more travel motives/needs?
- Will the project(s) give a reason for tourists to spend at least two more hours here?
- Will the benefits of coming outweigh the costs?

Does the tribe's proposed project meet the needs and desires of the typical visitor to your reservation? For example, you may have a great idea for attracting adventure travelers but success may be limited for several years if it is mostly retirees that come to visit you now. Studies have shown that people will drive approximately two hours to reach a one-day outing, approximately four hours for a two- or three-day weekend, and four to six hours each way for a one-week vacation with a fixed destination.

Obviously, travelers on two- to three-week vacations covering great distances and making numerous stops will drive many hours during their trip, and may add you to their itinerary, but these will not compose the bulk of your visitation. Think about the visitor markets that fit within your radius as you score projects. What products would match the values and interests of the types of visitors already coming? What attractions will want to make people stay longer once they arrive?



### **Value to the Community**

- Will it help bring in outside income?
- Will it appeal to/enhance the community as well as the tourist?
- Will it maintain the natural beauty and be compatible with cultural values?

### **Competitive Advantage**

- Is the project unique to the area?
- Can the tourism opportunity be available at a price acceptable to tourists and the tribe?
- Can the opportunity provide an experience unique in the area; does it offer better value or experience than others in the area?

(The more creative and unique your attractions are, the greater your chances of getting people to come to your area. The chances are even greater if you can do it at what they consider a fair price.)

Now:

1. Add up the scores for each project category. A project should rate well in all three categories.
2. Write the projects down in order of their scores, listing each section's score and the total score.
3. Select the top one or two projects in short-term, middle-term and long-term categories. Keep a record of the other projects and their scores in case you want to re-visit them later.

### **Projects + Resources = Strategies**

#### **Resources**

Research and inventory all resources -- tribal and outside the tribe -- that could be brought to bear in the strategies. For each project, list the potential source of funding and who is recommended to perform the tribal work involved.

Outside sources of funding are discussed in the last section of the Toolkit. If a priority or goal does not have likely funding for at least its initial stages, it can be placed on a priority wish list accompanying the plan but separated from the projects more likely to be realized.

#### **Step 7--Analyze Project Impacts**

Tourism can have detrimental effects on air quality, surface water and ground water quality, traffic, noise, sacred and sensitive site discovery/disruption. It can have harmful impacts on natural vegetation, landscape and wildlife habitat, view shed impairment, strain on public safety services and solid waste disposal. Some of these can be eliminated or mitigated by careful planning and visitor management. Analyze each of the projects in terms of these potential impacts. A guide to this kind of analysis can be found in the Community Tourism Handbook available from the Western Rural Development Center at Oregon State University, Corvallis, Oregon or ask the U.S. Environmental Protection Agency for assistance.

#### **Step 8--Test Strategies in the Community**

Hold community meetings (one or as many as necessary to ensure that the response is representative

of the entire tribe) and discuss the draft plan and its priority projects and strategies for completion. Refer to any goals that were a consequence of the initial tribal discussions about hopes and horrors. Each aspect can be introduced and moderated by a different member of the committee. Recruit attendance if necessary, especially among those people the plan will impact-- tribal employees who will have to carry out aspects of the plan, business owners and managers, residents and landowners nearest planned development, young people and people with skills who might be employed by new development. Adjust the draft plan as necessary to gain community support. Record attendance and results. Share results with tribal media.

### **Step 9--Seek Formal Endorsement**

When the committee determines that there is enough tribal community support, two to four committee members can visit with each elected official individually to discuss the strategies and how they were arrived at, and ask for their personal endorsement of the plan. If enough support is evident, the committee can ask for formal endorsement from the tribal council, and for commitments necessary to implement the first phases of the plan. Make sure that tribal members from all perspectives attend the Council meeting to validate the recorded results of community meetings.

### **Step 10--Implement the Plan**

Keep modifying until the plan is accepted and endorsed.

Develop the steps of each strategy in detail, including who will carry out the work of each step and a timeline with projected completion of each step.

Assign each project within the strategy a lead promoter or team of promoters who can deliver progress reports to the committee and the tribe and assist in overcoming obstacles and seizing opportunities created by project implementation.

## 5. Marketing Plan

### The Marketing Plan

Developing new markets can occur simultaneously with other steps. Regardless of the success or failure of new strategies, current attractions and businesses can use a boost that professional marketing strategies can bring.

Marketing is more than advertising. For the greatest economic impact, your visitor needs to stay overnight in or nearby your attractions, so in your marketing efforts, encourage overnight stays. Marketing is the responsibility of the entire action committee and everyone who has a stake in increased visitation, not just the tourism department or leadership.

### Develop a Written Plan

A written marketing plan sets out the goals and strategies for increased visitation (and/or increase expenditure by the visitors who are coming). If your goal is to increase visitation, there are several basic strategies to employ that are cost-effective and attainable.

Sample Goal: *“Increase visitation by 50% over the next five years.”*

Strategy: *“Revise or publish and distribute a brochure-style guide to visitor attractions and services that includes these basic elements:”*

- Informative, simple, uncluttered
- Map -- a key ingredient, showing your location in relation to key cities and attractions in region; a second more detailed map could highlight the specific locations of your points of interest
- Natural and cultural attractions
- Man-made attractions
- Tours available
- Accommodations including campgrounds
- Restaurants
- Calendar of Events (open to the public)
- Recreation opportunities
- Brief history/contemporary summary of tribe
- Gas and diesel stations/auto repair/towing
- Nearest major and local airports
- Emergency public safety phone number
- Visitor etiquette - your expectations and rules about visitor behavior
- Website, address, phone and fax number to direct additional questions, where to get more detailed information
- Website and toll free number of state, regional or city entity that provides visitor information in your region
- Best size is 9”X 4”
- Front cover and first 1/3 of overall guide must be compelling and convincing. Examples: Oregon Tribes series, “Discover Oregon, One Nation at a Time,” and Shoshone-Bannock Tribal Enterprises
- Collect brochures from other Tribes for ideas

## **Distribution**

- State welcome centers, nearby Chambers of Commerce and Convention and Visitor Bureaus, nearby restaurants, gas stations, motels (including Bed & Breakfast lodging), regional tourism offices, local businesses, airports, travel shows, state tourism fulfillment packets, nearby tribes
- It is important to make the guides easily available to visitors after 5 p.m. and on weekends, when offices are closed, yet tourism is at its peak. Use voicemail to direct visitors to guide locations when offices are closed.

## **Free and Low Cost Publicity**

- Send regular media advisories to newspapers, radio and TV stations about upcoming events
- Send simple, seasonal news releases that include bullets of interesting facts about things to see and do during the particular season
- Call reporters with news about meeting or exceeding your goals for visitation, with news of big fish caught, big game bagged, or human interest stories (dignitaries or celebrities visiting, elders befriending foreign visitors, buffalo calving season)
- Cultivate relationships with reporters and assignment editors. They need to fill space or time. You have an attractive setting and an unusual set of stories to tell. Even if they can't come right away or write your story this time, they will show up or eventually and regularly, if you establish yourself as a friendly, helpful and persistent source of news.
- Find out who has what "beat" and get and carry their phone numbers - sports, outdoor, features, business, arts, travel. Invite them (and their families) personally to events. Let them give you advice and tips on when and with what to call. When possible, give them plenty of advance notice. Their travel time will be worth the effort when interesting stories and experiences provide good stories for them to cover.
- Use email. More and more editors are accepting photos (and even video) you upload and they download from the Internet. If your tribal government or a member of your tribe has this computer capability and expertise, enlist them to your cause.
- Seek guest TV and radio appearances for yourself or other airtime ready tribal members to promote attractions--openings, special exhibits, first day of summer, special entertainment, tours
- Contact travel, arts, culture, outdoor writers and environmental reporters for large papers that are national or that do an occasional national story, such as USA Today, Christian Science Monitor, and the New York Times. The Los Angeles Times and The Seattle Times cover the entire west and northwest respectively. The Denver Post covers the Rocky Mountain west. They have regional desks and local desk reporters who can travel to you for stories. Send them information and pitch them stories. 16
- Make sure they know about your events. Many newspapers, radio and TV stations have events sections or broadcasts, especially for weekends. Weathercasters love to say "it's going to be a great weekend, so head out to \_\_\_\_\_."
- Get into the state tourism's annual calendar of events. Copy deadline is usually in the spring.
- Send photos of visitors to their hometown newspapers with a "cut" line (in other words, get their written permission with such language as, "I give my permission to ----- to use this photograph of me (describe) for promotional purposes.") Add date and visitor signature lines.
- Send unusual photos -- nature, human interest -- with a creative, descriptive cut line to the

Associated Press Wire Service regional desk -- via Internet or mail.

- Submit events to any regional tourism associations/offices that have calendars

## **Press Kit**

Press Kit basics include:

- ✓ News release about your visitor season
- ✓ Your visitor guide
- ✓ Brief tribal history, including contemporary information
- ✓ Tour maps and itineraries
- ✓ Package tour costs and information
- ✓ Black-and-white photos and/or 35mm color slides or a website from which they can download photos and slides

## **Collaborating with State Tourism**

A working relationship with your state tourism division is essential to your tourism marketing success. They spend millions of dollars on marketing and have services and advertising campaigns you need to influence and from which you can benefit. Some state tourism offices are more sensitive than others to Indian Country and its attractions, needs and opportunities. Many see the advantages of collaborating with Indian Country and assisting tribes in tourism development and marketing.

Tourism officials want you to meet your goals and theirs for increased visitation. Often what prevents them from helping is that they have little experience working with tribes. They may not understand the cultural differences that separate their methods and expertise from yours. They are in the business of tourism marketing, not the tourism product development and development funding which many tribes need more than marketing. They may also be perplexed by cultural differences and afraid of making mistakes, which they sometimes do.

Go to the top and get a meeting with the director of the tourism division. Most states have a designated Indian liaison. You may want to invite them along to the meeting with the director or elicit his/her help in arranging the meeting. If your tribal chairman is amenable to doing it, his/her presence and invitation can be very powerful.

Talk about the future relationship, not the past one. If you want to make your point about past exploitation, say that:

- You want to make the state literature and promotion work for your tribe, which includes not just photos or graphics but information that is complete, accurate, up-to-date and truly useful to the visitor
- By working more closely together, the state's marketing program and the tribe's marketing program can increase overall tourism to the state and increase visitors to your attractions
- You are ready to take advantage of state tourism marketing services but need a relationship that starts fresh and throws out all old conceptions and misunderstandings.

Suggestion: Have your Tribal Chairman or Council Member(s), along with your state legislator, invite the Directors of Tourism, Transportation and Economic Development (or high-level

subordinates if Directors are a logistic impossibility) to a meeting at the reservation or the state capitol to discuss your tourism development goals and priorities. Follow up that meeting with a one-on-one with the Director of Tourism to talk about tourism marketing.

In any case, persist in requesting a meeting (or a visit to your tribe) by the director of tourism. Ask for a tour of the state tourism offices and a “meet and greet” with all section heads. Collect literature on their services and accomplishments. Be in the know on what they have to offer you and who makes the decisions or takes action and when.

Most states provide:

- Marketing services. Work with trade shows, group tours, travel agents, convention and meeting planners, and other promotional activities.
- Welcome Centers. Get approval of your brochure from the Visitor Services section and they will advise you on distribution to the centers.
- Funds-Sharing Grants. Seek state matching grants to cover costs for brochures or other advertising.
- Communications Services. Work with travel writers and produce a state travel guide in conjunction with tourism offices.

While you educate yourself about them and how to put what they have to use for your tribe, educate them about your tribe, its values, goals and assets. Invite tourism employees to visit. Personally show them around and talk to them about your challenges. A familiarization “fam” tour for all welcome center directors is a very useful tool in enlisting the “front lines” in your marketing effort.

Competition is stiff. Interest in Indian Country is growing, according to the American Indian/Alaska Native Tourism Association. The time is right for state tourism programs to fully engage and promote tourism attractions and aspirations in Indian Country.

### **Familiarization (“Fam”) Tours**

These are tours hosted or co-hosted by your tribe for group tour operators, travel writers, travel agents or welcome center staff. State tourism officials organize “fam” tours in which you can be included or state tourism officials can help you organize your own “fam” tours and pick out the right people to invite. Always follow up the tours with personal letters and phone calls to the organizers.

### **Cooperative Advertising Campaigns**

State (and sometimes regional) tourism offices buy advertising space in a wide range of publications. In some, adjacent advertising space is offered to tribes, communities and attractions for less money than it would cost to advertise individually. The concept is known as “piggyback” advertising and you get more bang for the buck because together you occupy more ad space and get more attention as a group than you would individually.

### **Collaboration with Other Tribes**

Get to know the other tribal tourism folks in your region. Tribes are collaborating already in a

number of ways:

- Organizing meetings with state officials and receiving more political attention for their development needs
- Organizing tour itineraries that include two or more reservations
- Cooperatively producing (with the state) a marketing campaign boosting brochure and press kit production and distribution for tribes
- Discussing the development of a tribal heritage corridors
- Creating state and national scenic byways
- Cross-promoting - promoting visitation to each other's attractions among their own visitors

### **Inquiries Build Visitations**

People who make inquiries are your most promising customers. It is critical that these inquiries are promptly replied with the information requested. Make it easy for them and include telephone numbers of accommodations. State tourism gets thousands of inquiries annually, make sure they are including in their fulfillment programs about your tribe. Get them to give you the names and addresses of people who inquire or express interest in Indian Country. Help them promote increased interest in Indian Country in their generation of inquiries.

### **Group Tours**

A group tour package fulfills the same requirements an individual vacation does, you just multiply everything by 30-45 people! Many group tours are composed of retirees or foreign visitors. 19 Education, entertainment and gentle recreation are high on these visitors' lists of expectations. Other tips include:

- Create sample half-day, full-day and two-day itineraries (if you can fill up two days)
- Quote (the one base price you are charging based on the itinerary and length of stay). It is called the "net" or commissionable price because the tour operator will add his expenses and profit on top of yours to come up with the retail price charged the customer.

A group tour package price includes:

- ✓ Group/net rate on accommodations
- ✓ Baggage handling (from bus to room and back)
- ✓ Complimentary room for tour leader based on a minimum number of paid rooms
- ✓ Some meals
- ✓ One to two activities to choose from
- ✓ A list of other options, some of which are might be free
- ✓ State the price "per person, double occupancy"

Get lists of tour operator inquiries from your state tourism division. The pitch to tour operators should include:

- ✓ A cover letter inviting the tour operator for a complimentary night's stay to "experience" your environment
- ✓ Your Visitor Guide
- ✓ List of properties interested in booking group tours
- ✓ One-night and two-night packages they can offer to groups, including suggested itineraries,

- ✓ prices (including gratuities and any taxes or fees collected), and booking procedures
- ✓ State that the price quoted is “net”
- ✓ Follow-up phone call

Generally tour operators won't bring a group to a place they haven't personally stayed at themselves. That is why “fam” trips are important. State tourism has lists of bus tour operators interested in your region generated from American Bus Association, National Tour Association and other trade shows and conventions. Joining these trade groups and going to travel trade shows, here in the United States and abroad, is very expensive and takes several years to yield results. If the long-term budget allows for this kind of expense, join and go. If it does not, make sure state tourism has your itineraries and is touting you when it goes to trade shows. Collect the new business leads these events generate and follow up.

### **Vacation Packages**

The Internet is a cheap way to advertise and update Vacation Packages. These can include hotel accommodations or camping, meals at local restaurants, tours, and attractions, whatever you have put together in one package. People booking in advance get coupons for discounts or a special gift or some other incentive. Two other tips:

- If vacation packaging is too labor intensive, offer coupons instead, especially for shoulder seasons and dead zones - times when there is less visitation and occupancy rates are down.
- Coupons can be offered through cross promotion at local and regional attractions and service outlets, stuffed in the Visitor Guide available at Welcome Centers, sent in targeted direct mail (to people who have visited before or in answer to inquiries), and on the Internet.

### **Researching Marketing Ideas**

Many do it and it is an informal way of keeping current with trends by keeping up your contacts through phone calls and visits, collecting materials, surfing the Internet, talking to tourism and marketing directors, and adapting the best ideas for marketing success. Seeking out and posing questions to tribes with good track records in tourism or fundraising or community participation is the best way to figure out how to use and adapt some of these for success.

Tip: A few of the things you will learn by talking to other tribes and other rural and urban tourism professionals include: shortcuts, cost savings, current trends, the friendly agency(ies) and foundation contacts.

### **Casinos and Tourism Marketing**

One of the most potent marketing strategies in Indian Country is collaboration between casino staff and tourism development and marketing staff.

Tribes who are highly successful in tourism ask their casino(s) to coordinate and work with the community in support of other tribal enterprises and projects. Some (like Tunica-Biloxi) offer free transportation from their casino to their museum and back. Others (like the Mohegan) offer lots of information about other tribal and surrounding attractions on the casino web site. Some (like Pequot) offer links on their casino web site to regional and state tourism sites.



The best casino websites offer a link to the tribal web site (or if there isn't one, at least a brief tribal history). They also give you a map, tell you where visitor services are located, give you links to nearby attractions and hotels or phone numbers and/or e-mail addresses.

Casinos have everything to win and nothing to lose by helping build a tribal tourism industry. Casinos are already paying for marketing. It only makes sense that they should devote a piece of their advertising and promotion to enhancing tribal tourism.

### **Casino/Tourism Collaboration Opportunities**

Tribes and casino marketing staff collaborate to increase visitation through these methods:

- Direct Mail
- Website - inclusion of sections on outdoor recreation, attractions, culture, brief history, visitor services
- Lobby or other location - brochure rack
- Poster display
- Marquee display (when not needed for casino advertising)
- Casino staff education on what there is to do and see
- Transportation to other attractions 21
- Cross promotion of coupons
- "Piggy-back" advertising
- Joint "fam" tours
- Shared customer data base
- Visitor surveys
- Shared billboard space

Explore tourism-casino marketing collaboration with your tribal leadership and the casino's executive leadership. Casinos can do a lot more to help you and can increase casino business at the same time.

## **Appendices**

- Appendix A. Tourism Trends**
- Appendix B. International Tourism Trade Show Calendar**
- Appendix C. Sample Visitor Survey**
- Appendix D. Sample Community Inventory**
- Appendix E. Sample Inventory Summary Forms**
- Appendix F. Sample Resident Attitude Survey**
- Appendix G. Sample Itinerary and Itinerary Map**
- Appendix H. A Proclamation - Lewis and Clark Bicentennial**

### **Internet Guide for Financial and Technical Assistance**

- Section 1. Tourism Related (Federal Agencies and others that make grants in tourism)**
- Section 2. Economic & Social Development**
- Section 3. Cultural and Historic Preservation and the Arts**
- Section 4. Human Resources: Advice and Expertise**
- Section 5. Other Funding Sources**

## **Appendix A: TOURISM TRENDS**

### **Who Makes Money on Tourism?**

1. Hotels, motels, service stations, attractions, retail stores, casinos, entertainment, airlines, tour operators
2. Campgrounds, grocery and convenience stores, insurance companies, advertising outlets, repair and maintenance shops, hardware stores, contractors
3. Laundromats, real estate companies, legal services, fuel and electricity suppliers

(Source: University of Missouri)

### **Top Ten Travel Trends (as of 2001)**

1. Travelers want life-enriching experiences
  - Educational
  - Historical/cultural
  - Outdoors
  - Nature-based and heritage are fastest growing segment
2. Travelers are growing older
  - The over 50-years old market accounts for 80% of leisure travelers
3. More people are traveling with children
4. Travelers today are stressed out
  - Looking for relief
  - Looking for convenience
  - Looking to relax/sleep (50% say they are)
5. Travelers are taking more frequent, shorter trips closer to home
  - 80% of vacation travel
  - Average stay 2-4 days, esp. long weekends
  - Average distance 75-200 miles (200-600 by air)
  - Less planning, more spur of the moment decisions
6. Business travel extends into leisure
  - Cheaper airfares with Saturday night stay
7. More traveling by car
  - 80% of leisure travel
  - 75% of business travel
8. Internet and Fax-on-demand are now important sources of planning information
9. Loyalty programs growing
  - Targeted reward programs for repeat customers get results (rewards are usually significant discounts)
10. International travel is down but still strong

(Source: Travel Industry of America <http://www.tia.org/> )

## Appendix A: TOURISM TRENDS, continued

### Distribution of the Tourist Dollar

*Numbers may be more or less than 100% due to rounding.*

Who makes the billions tourist spend annually?

- 15% goes to lodging
- 16% goes to transportation
- 18% goes to attractions and purchases
- 50% goes to food service

(Source: US Travel Data Center)

Where are the 10 million jobs in tourism?

- 7.1% Transportation
- 67.3% Food Service
- 16.3% Lodging
- 11.5% Attractions, retail

(Source: US Department of Labor)

### Travel Industry of America Statistics

Domestic Travelers

- 65.9 million adults reported a trip that included a visit to historical place/event, museum/festival
- 49.4 million—historic place or museum
- 33.6 million—historical event or festival
- 6.6 million “heritage” travelers also visited a national or state park
- 4.6 million “heritage” travelers also visited a casino

Overseas Travelers

- 23.7 million total
- 1 million reported visiting an “American Indian community”
  - 860,000 were leisure travelers
  - 140,000 were business travelers

### Specialty Travel Trends—What People Want to Do

*in order of priority*

- |                              |                           |
|------------------------------|---------------------------|
| 1) Cultural sites and events | 12) Eco-tourism           |
| 3) Hiking                    | 13) Rafting               |
| 4) Bicycling                 | 14) Archeology/History    |
| 5) Educational               | 15) Cruises               |
| 6) Nature                    | 16) Birdwatching          |
| 7) Camping                   | 17) Horsepack trips       |
| 8) Walking tours             | 18) Wildlife watching     |
| 9) Trekking                  | 19) Visit National parks  |
| 10) Fishing                  | 20) Canoeing and Kayaking |
| 11) Photography              |                           |

(Source: Special Travel Index)

## Appendix B: INTERNATIONAL TOURISM TRADE SHOW CALENDAR

### **January**

Holiday and Travel (Consumer)  
Manchester, England

FITUR  
Madrid, Spain

Interhol (Consumer)  
Bournemouth, UK

### **February**

Visit USA France  
(USA trade show targeted to French market)  
Different locations annually

Visit USA Australia  
(Australian travel trade show, 7 cities)

Holiday and Travel (Consumer)  
Glasgow, Scotland

BIT (Italian trade show)  
Milan, Italy

Destinations (Consumer)  
London (Olympia), England

### **March**

ITB (World's largest travel trade show)  
Berlin, Germany

### **April**

Visit USA South America  
Brazil

### **May**

Tourism Industry of America Show  
European and Latin American Markets  
Different cities annually

### **August**

Huddle West  
Anaheim, CA  
European tour operators interested in the  
Western USA

### **September**

VusaMart  
San Diego, CA  
(Pacific Rim tour operators interested in  
Western USA)

Top Resa (French Travel Trade Show)  
Deauville, France

### **October**

TIA Discover Marketing Seminar  
TIA Discover USA  
Different Cities annually

### **November**

Gateway USA  
Austin, Texas  
(European and Latin American trade show)

World Travel Market  
London, England  
(UK and European trade show)

JATA (Japanese Travel Trade Show)  
Tokyo, Japan

### **December**

TIA International Marketing Workshop

(Source:New Mexico Indian Tourism Strategic Plan)

## Appendix C: SAMPLE VISITOR SURVEY

(Modify as necessary for your tribe and attractions)

Thank you for participating in this survey. Summary statistics will be used to improve services for visitors.

1. Today's Date \_\_\_\_\_
2. Purpose of your trip: (circle all numbers that apply)
  - 1 Vacation
  - 2 Recreation
  - 3 Special event, please name \_\_\_\_\_
  - 4 Visit friends or relatives
  - 5 Business
  - 6 Attending meeting
  - 7 Just passing through
  - 8 Other, please describe \_\_\_\_\_
3. If here for vacation or recreation, what attracted you? (circle all numbers that apply)
  - 1 Scenery/landscape
  - 2 Cultural places/learn more about tribe
  - 3 Hiking
  - 4 Camping
  - 5 Viewing wildlife
  - 6 Historic places
  - 7 Fishing
  - 8 Casino
  - 9 Special event, please name \_\_\_\_\_
  - 10 Other, please describe \_\_\_\_\_

Of the attractions you circled, which one was your primary attraction? Write number here:  
\_\_\_\_\_
4. Who are you traveling with?
  - 1 Alone
  - 2 Family
  - 3 Friends
  - 4 Family and friends
  - 5 Business associates
  - 6 Organized group
5. How many total nights are you staying in the area?  
\_\_\_\_\_ None \_\_\_\_\_ One or more
6. Is this your first visit to (supply your name)?  
\_\_\_\_\_ yes \_\_\_\_\_ no  
Do you plan to visit again in the next two years?  
\_\_\_\_\_ yes \_\_\_\_\_ no
7. What did you most enjoy about your visit here?  
\_\_\_\_\_
8. Including yourself, how many people are in your traveling party?  
Males \_\_\_\_\_ Ages \_\_\_\_\_  
Females \_\_\_\_\_ Ages \_\_\_\_\_
9. How did you get here? (Circle answer)  
1 \_\_\_ Car 2 \_\_\_ Airplane 3 \_\_\_ Car and Airplane  
4 \_\_\_ RV 5 \_\_\_ Bus tour 6 \_\_\_ Other, describe \_\_\_\_\_
10. Home zip code \_\_\_\_\_
11. Please circle education and write in occupation
  - 1 High school
  - 2 Some college
  - 3 College
  - 4 Post CollegeOccupation \_\_\_\_\_
12. Circle # of your approximate annual household income (in US dollars)
  - 1 Less than \$10,000
  - 2 \$10-19,999
  - 3 \$20-29,999
  - 4 \$30-39,999
  - 5 \$40-59,999
  - 6 \$60-79,999
  - 7 \$80-99,999
  - 6 \$100,000 or more
13. How many times have you visited here before?  
\_\_\_\_\_ (fill in #)
14. Do you plan to come back?  
\_\_\_\_\_ yes \_\_\_\_\_ no, because \_\_\_\_\_

### TEAR OFF COUPON

Some kind of reward for filling out and returning the visitor survey. Can be food, discount coupon for accommodations next trip, tribal product, drawing for bigger prize (include lines for name, address, phone number if offering drawing chance).

## Appendix D: SAMPLE COMMUNITY INVENTORY

Some features are included because they need protection, not promotion. Protection is part of a visitor development and management strategy. List nearby, as well as, tribal land assets.

### Natural Attractions

Rivers  
Lakes  
Reservoirs  
Beaches  
Springs  
Streams  
Swamps  
Waterfalls  
Creeks  
Ponds  
Tidal Flats  
Islands  
Canyons, Caves, Gorges  
Unusual geological formations  
Scenic landscapes  
Forests (Tribal, National, State)  
Gems or unusual stones  
Fossils  
Fall foliage  
Mountains, Hills, Cliffs  
Badlands  
Desert  
Bogs  
Bayous  
Sand Dunes  
Sea shells  
Valleys  
Wilderness areas  
Wildlife  
Meadows  
Unusual trees or plants  
Rare and Endangered species  
Prairies and grasslands  
Sanctuaries/refuges/preserves  
Other

There are many more natural attractions than listed. Add your own.

Note: Scenic assets can be prioritized by the number of high intrinsic qualities they contain: intactness, variety, color, contrast, scale, order and harmony.

### Attractions

Campgrounds  
Primitive camping areas  
Parks (Tribal, National, State)  
Dams  
Gardens  
Picnic areas  
Harbors  
Marinas  
Hiking Trails  
Orchards  
Fish hatcheries  
Historic landmarks  
Ranches  
Recreation Areas  
Playgrounds  
Ski trails  
Board walks  
Snowmobiling areas  
Horse Trails  
Bike Trails  
Scenic overlooks  
Scenic turnouts  
Boat docks and ramps  
Bait shops  
Interpreted Trails, Roads/Highways  
Resorts and Casinos  
Swimming Pools  
Recreation Centers  
Arcades  
Retail shops  
Grocery stores  
Convenience stores  
General stores  
Service stations  
Guided tours  
Bridges  
Ferries  
Factory outlets  
Learning centers  
Spas/Hot Springs/Health retreats  
Roadside food stands/produce stands  
Unusual buildings  
The first of its kind  
The only one of its kind  
The oldest  
Other  
There are many other built attractions than listed.

## **Cultural and Heritage Attractions**

Museums  
Cultural Centers  
Galleries  
Arts and crafts markets  
Traditional Craft shops  
Historic and cultural landmarks  
Historic buildings  
Historic exhibits  
Art exhibits  
Memorials/monuments  
Statues  
Sculpture  
Battlefields  
Forts  
Churches/missions  
Recreated villages  
Birthplaces of celebrated people  
Early settlements  
Cultural education tours  
Pow Wows  
Rodeos  
Potlatches  
Festivals  
Parades  
Concerts  
Elderhostels  
Theater  
Livestock exhibitions  
Feast Days (open to public and restricted)  
Food festivals/tasting events  
Celebrations  
Anniversaries  
Demonstrations (art, craft, dance)  
Ceremonial Dances  
Pageants  
Re-enactments  
Plays

## **Visitor Services**

Visitor or welcome center  
Visitor kiosks  
Visitor Guides or Brochures  
Hotels/motels  
Restaurants and cafes  
Snack bars  
Self-guided audio or video tours  
Gas Stations  
Auto repair  
Bed and breakfasts, cabins, cottages  
Towing service  
Outfitters and guides  
Step-on guides for tour buses

## **Visitor Services, continued**

Infrastructure capacity  
Water  
Sewer  
Safety and Emergency  
Health Services  
Roads  
Electricity

## **Recreation**

Games and tournaments  
Bicycling  
Bird watching  
Boat rides  
Canoeing  
Dude ranches and farm-stays  
Fishing/fishing derbies/tournaments  
Game ranches  
Gliding  
Golf/golf tournaments  
Horseback riding  
Horseshows  
Hayrides  
Hunting  
Mountain climbing  
Rock climbing  
Sailing

## **Human Resources**

Cultural committee  
Tourism staff  
Artists, dancers, drummers, storytellers, emcees  
Traditional craftspeople  
Seamstresses  
Experienced fundraisers  
Grant writers  
Radio/video producers  
Feature writers  
Computer geniuses  
Web designers  
Architects/engineers/planners/designers  
Building/plumbing/electrical contractors/technicians  
Supportive politicians  
Teachers/Administrators  
College and high school student leaders  
Bus, van, truck drivers  
Business owners  
Event organizers  
Comm  
leaders  
Federal employees—current, former  
State employees—current, former  
Others!



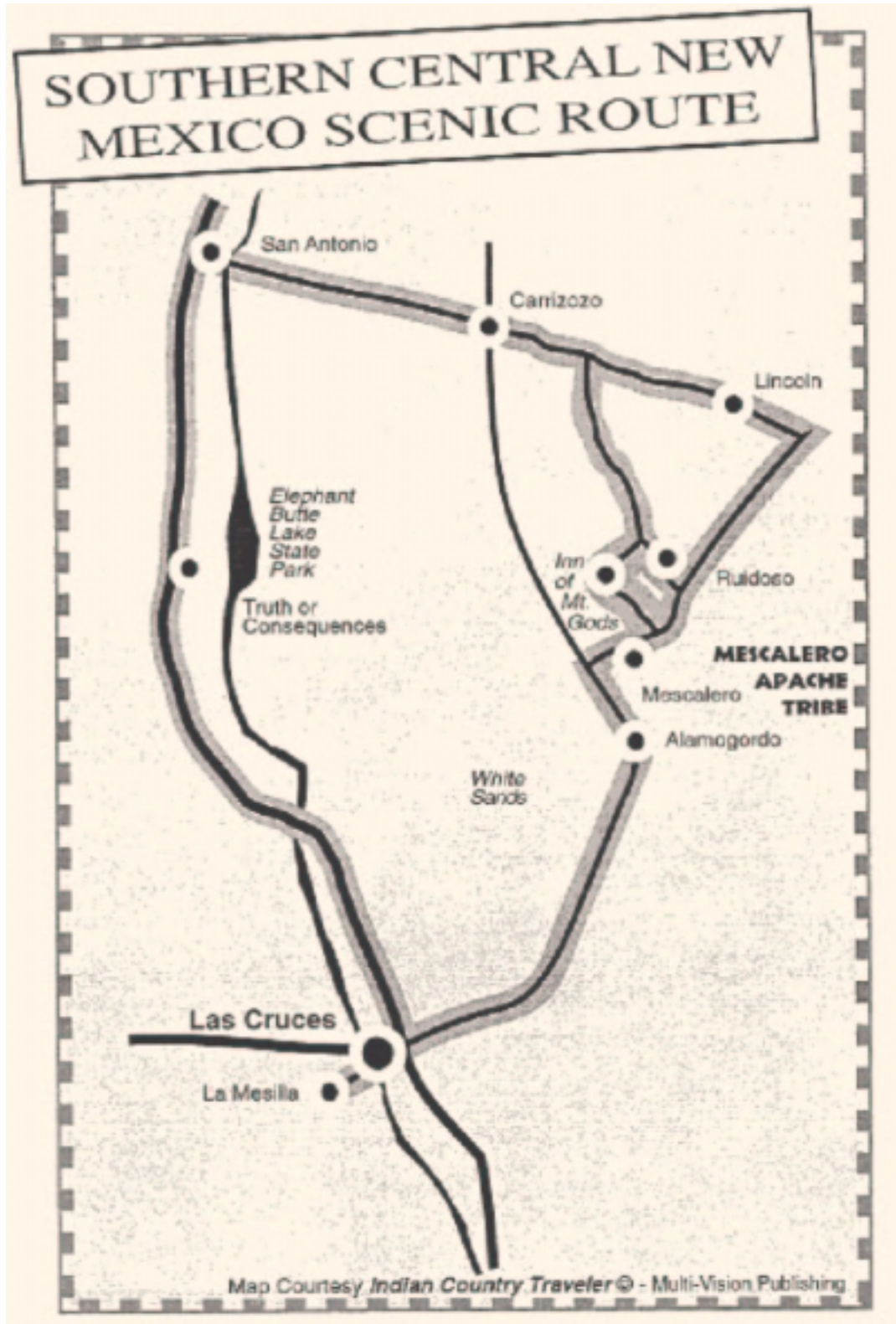
**Appendix E: SAMPLE INVENTORY SUMMARY FORM**

<b>Things Your Community Has:</b>	<b>Things Your Community Needs/Wants:</b>
<b>Attractions:</b>	
<b>Accommodations:</b>	
<b>Food Service:</b>	
<b>Transportation/Access:</b>	
<b>Other Public Services/Facilities (health, fire, police, waste, water, parking):</b>	

**Appendix F: SAMPLE RESIDENT ATTITUDE SURVEY**

SAMPLE RESIDENT ATTITUDE SURVEY (adapt to fit needs)	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree	No Opinion
1. Tourism provides worthwhile employment opportunities for tribal residents						
2. Tourism encourages investment in the tribal economy						
3. The environmental impacts from tourism are relatively minor						
4. Tourism jobs are mostly for young people						
5. The overall benefits of tourism outweigh the negative impacts						
6. Tourists add greatly to traffic problems for the tribe						
7. Tourism increases crime						
8. Tourists are a burden on tribal services						
9. The quality of life of my tribe can be improved through tourism and recreation development						
10. Tourists do not pay their fare share for the services they use						
11. Increased tourism would help our tribe grow in the right direction						
12. Our tribe should take steps to manage tourism growth						
13. Our tribe should take steps to restrict tourism growth						
14. Tribal members should be involved in decisions about tourism						
15. The most important factor in determining how much tourism to have to our land is the impact on tribal quality of life						
16. The number of jobs produced, revenue collected and standard of living achieved is the best measure of tourism success						

Appendix G: SAMPLE ITINERARY MAP



## **Appendix G: SAMPLE ITINERARY**

Itineraries for group tours would include package prices.  
See section on marketing to group tour operators.

### **South Central New Mexico Scenic Route**

#### **DAY 1 SIGHTSEEING, RECREATIONAL AND CASINO**

##### **ISLETA PUEBLO**

###### Recreational Areas:

Isleta Lakes Recreational Complex  
For more information, call (505) 877-0370.

###### Golf Course:

Isleta Eagle Championship Golf Course  
For more information, call (505) 869-0950.

###### Business Enterprises:

Isleta Gaming Palace – Open 24 hours – Craps, cards, roulette, slots, and bingo.  
(505) 869-2614, (800) JACKPOT.  
Isleta One Stop Convenience Store (505) 869-5425.

###### Lodging:

Inn of the Mountain Gods, Mescalero Apache

#### **DAY 2 SIGHTSEEING, SKIING AND CASINO**

##### **Mescalero Apache Tribe**

###### Tribal Museum

Mescalero Cultural Center (505) 671-4494

###### Recreational Areas:

Silver Lake  
For more information, call the Mescalero Apache Conservation Department (505) 671-4494.  
Ski Apache – Anticipated opening date: Thanksgiving.  
For more information, call (505) 336-4356.

###### Golf Course:

Inn of the Mountain Gods, call (505) 257-5141 ext. 7444 for tee times.

###### Business Enterprises:

Inn of the Mountain Gods - PO Box 269, Mescalero, NM 88340 (505) 257-5141.  
Ski Apache - PO Box 220, Mescalero, NM 88345 (505) 257-9001  
Snow information, call (505) 257-9001.

## Appendix H: A PROCLAMATION – Lewis and Clark Bicentennial

For Immediate Release  
Office of the Press Secretary  
July 1, 2002

Lewis and Clark Bicentennial  
By the President of the United States of America  
A Proclamation

Nearly 200 years ago, President Thomas Jefferson sent an expedition westward to find and map a transcontinental water route to the Pacific Ocean. With approval from the Congress, Captains Meriwether Lewis and William Clark embarked on their legendary 3-year journey to explore the uncharted West. The expedition included 33 permanent party members, known as the Corps of Discovery.

Their effort to chart the area between the Missouri River and the Pacific Coast set these courageous Americans on a remarkable scientific voyage that changed our Nation. In successfully completing the overland journey between the Missouri and Columbia River systems, they opened the unknown West for future development. During their exploration, Lewis and Clark collected plant and animal specimens, studied Indian cultures, conducted diplomatic councils, established trading relationships with tribes, and recorded weather data. To accomplish their goals, the Corps of Discovery relied on the assistance and guidance of Sakajawea, a Shoshone Indian woman.

As we approach the 200th anniversary of Lewis and Clark's expedition, we commend their resourcefulness, determination, and bravery. This Bicentennial should also serve to remind us of our Nation's outstanding natural resources. Many of these treasures first detailed by Lewis and Clark are available today for people to visit, study, and enjoy. As the commemoration of this journey begins in 2003, I encourage all Americans to celebrate the accomplishments of Lewis and Clark and to recognize their contributions to our history.

NOW, THEREFORE, I, GEORGE W. BUSH, President of the United States of America, by virtue of the authority vested in me by the Constitution and laws of the United States, do hereby designate 2003 through 2006 as the Lewis and Clark Bicentennial. I ask all Americans to observe this event with appropriate activities that honor the achievements of the Lewis and Clark Expedition. I also direct Federal agencies to work in cooperation with each other, States, tribes, communities, and the National Council of the Lewis and Clark Bicentennial to promote educational, cultural, and interpretive opportunities for citizens and visitors to learn more about the natural, historical, and cultural resources that are significant components of the Lewis and Clark story.

IN WITNESS WHEREOF, I have hereunto set my hand this twenty-eighth day of June, in the year of our Lord two thousand two, and of the Independence of the United States of America the two hundred and twenty-sixth.

GEORGE W. BUSH

###

<http://www.whitehouse.gov/news/releases/2002/07/20020701-5.html>

## **Internet Guide for Financial and Technical Assistance**

**We have compiled a listing of financial and technical assistance resources, which are organized by the categories listed below. These resources are listed with their Internet addresses. For the most current information, visit the websites listed.**

**Section 1: Tourism Related (Federal Agencies and others that make grants in tourism)**

**Section 2: Economic & Social Development**

**Section 3. Cultural and Historic Preservation and the Arts**

**Section 4. Human Resources: Advice and Expertise**

**Section 5. Other Funding Sources**

### **How to Use This Guide:**

- **Within each category, federal agencies are listed first, followed by other organizations and funders.**
- **Underlined text indicates a hyperlink - see our online version of this document at [www.nathpo.org/Toolkit/InternetGuide.htm](http://www.nathpo.org/Toolkit/InternetGuide.htm) to access these hyperlinks.**
- **Each resource listed within each section has a brief description of the program and what types of projects they fund.**
- **For more extensive information, contact the organization directly using the information provided.**

## **Section 1: Tourism Related (Federal Agencies and others that make grants in tourism)**

### **U.S. DEPARTMENT OF TRANSPORTATION**

#### **Federal Highway Administration (FHWA)**

**<http://www.fhwa.dot.gov/tea21/>**

The landmark Transportation Equity Act for the 21st Century provides record levels of investment to continue rebuilding America's highways and transit systems, doing so within a balanced budget and without cutting education, Social Security, and other vital Presidential priorities. Creates a \$530 million credit assistance program to leverage \$10.6 billion for construction projects. Gives states and others greater flexibility in meeting the matching requirements for federal grants.

FHWA grant types include:

#### **Bicycle and Pedestrian Paths Program Grants:**

For tribes interested in developing walking and/or biking paths on the reservation. This federal program gives its money to states to distribute. You apply through your state Department of Transportation. The website lists the appropriate state contact people and their phone numbers, and provides a description of what projects are eligible for awards.

#### **Recreation Trails Programs Grants:**

For tribes interested in developing hiking trails as part of their visitor or resident services on the reservation or connecting the reservation to other communities. You apply for the grants through your state Department of Transportation. The website has a complete list of state contacts and provides a description of what kinds of projects are eligible.

### **U.S. DEPARTMENT OF INTERIOR**

#### **National Park Service**

#### **Lewis and Clark National Historic Trail**

#### **Challenge Cost Share Grant Program**

**<http://www.nps.gov/lecl/grants.htm>**

This program provides up to \$250,000 in matching funds to non-federal organizations (including tribes and tribal organizations) for projects that provide new or enhanced opportunity for protection, interpretation, or recreation at sites or segments on the Lewis and Clark NHT

- Deadline for application is January 31, 2003.
- Maximum amount for each project is \$250,000.
- Tribes receiving 2001 grants included Three Affiliated Tribes of Fort Berthold, Confederated Tribes of Umatilla, and the Oglala Sioux Tribe.
- A 1:1 match of CCS grant funds is required, in cash or in-kind service (staff time, equipment, and supplies, see application for categories)
- The six-page application form is simple to fill out (by federal grant standards).
- Application forms are available on the NPS website at: [www.nps.gov/lecl/grants.htm](http://www.nps.gov/lecl/grants.htm) or call Midori Raymore at (402) 514-9311 for a fax or mail copy.
- Funds are likely to be released in April or May 2002. All funds must be expended within two years.

All projects must produce a tangible product that will accomplish at least one of the following:

- Enhance preservation of a Lewis and Clark historic site, and/or cultural or natural resource associated with the trail
- Increase public understanding and appreciation of the Lewis and Clark NHT through historical interpretation or education.
- Provide appropriate historical research, archeology, or other research involving cultural or natural resources. This includes oral history and American Indian language preservation.
- Provide planning and implementation of visitor services necessary to successfully commemorate the Bicentennial of the Lewis and Clark Expedition.
- Enhance public recreational opportunities to retrace the Lewis and Clark Trail.
- Provide necessary planning and coordination with partnership organizations to accomplish Lewis and Clark NHT objectives, including Bicentennial events.
- Provide visitor information about the trail to the public in terms of signs, maps, books, computer programs, video, or other media.

Funds cannot be used for land acquisition. Infrastructure projects must have an unambiguous relationship to the Lewis and Clark Trail. Projects of a national scope and extensive public outreach will receive consideration over projects with less public exposure. The more the project can be tied to the Trail or to the Lewis and Clark Bicentennial, 2003-2006, including the NPS Corp of Discovery II project, the more likely it will be funded. Grants will average \$100,000. Grants of \$250,000 will be rare.

For more information (applicants are urged to discuss their project with NPS staff before applying) contact:

Dick Williams or Midori Raymore  
National Park Service  
Lewis and Clark National Historic Trail  
1709 Jackson Street  
Omaha, Nebraska 68102  
(402) 514-9313

### **National Transportation Enhancements Clearinghouse**

**[www.transact.org](http://www.transact.org)**

Everything you ever wanted to know about federal transportation funding for community development projects, including bike and pedestrian facilities, scenic and historic land acquisition, rail-trail conversions, historic preservation, landscaping and beautification, scenic and historic highway programs, and more. Lists of projects, state DOT contacts, links, policy, applications. Project database of over 10,000 projects.



## **Section 2: Economic & Social Development**

### **U.S. DEPARTMENT OF AGRICULTURE (USDA)**

#### **Rural Development**

[www.rurdev.usda.gov](http://www.rurdev.usda.gov)

Rural development offers several grant and loan programs to assist rural and distressed areas create jobs, build businesses, and diversify their economies.

Amounts of grants, eligibility requirements, assistance in creating a successful application and deadlines for application can be found on the Rural Development homepage (listed above) under Hot Links (left top corner of page).

You can also visit their offices and discuss your project with service center personnel for help in finding the right rural development program grant for your project.

The Rural Development grant categories include:

#### **National Forest/Dependent Rural Communities Assistance:**

Project grants; use of facilities, property, equipment; training. This assists rural communities and tribes within 100 miles of a National Forest to develop action plans and projects to diversify and improve their economies.

#### **Rural Business Enterprise:**

Provides project grants for development of small or emerging private businesses and related employment.

#### **Rural Business Opportunity:**

Provides project grants to stimulate the creation of new jobs and to promote revitalization of economically distressed areas.

#### **Rural Economic Development Loans and Grants:**

Provides project grants and direct loans to promote rural economic development and job creation projects, including funding for project feasibility studies, start-up costs, and incubator projects.

### **HOUSING AND URBAN DEVELOPMENT (HUD)**

#### **Office of Native American Programs (ONAP)**

[www.hud.gov/rhed.html](http://www.hud.gov/rhed.html)

<http://www.codetalk.fed.us/>

The Rural Housing and Economic Development (RHED) Program provides for capacity building at the State and local level for rural housing and economic development and to support innovative housing and economic development activities in rural areas. Funds made available under this program are awarded competitively on an annual basis, through a selection process conducted by HUD in consultation with the U.S. Department of Agriculture.

RHED grant categories include:

**Indian Community Development Block Grant:**

This program provides project grants for Indian tribes and Alaska Native villages to develop viable communities, including economic development projects. The program works with your tribal government to add your project to the tribe's planned application or gain tribal sponsorship of your application.

Deadlines differ every year. Last year's deadline was in early June. Check the website periodically for the Notice of Funding Availability (NOFA) and the 2003 deadline. Look over last year's NOFA to understand how to put the application together.

The average grant in fiscal year 2001 was \$601,000. One example of funded program is a cooperative store development. The application is renewable until project completion, usually within two years.

**Rural Housing and Economic Development:**

This project provides grants to expand access to economic opportunities in rural areas and expand the supply of affordable housing. Non-profit organizations are eligible as well as Indian tribes and Alaska Native villages.

Deadlines differ every year. Last year the application deadline was in early June. Check the website periodically for the Notice of Funding Availability (NOFA) and the 2003 deadline. Look over last year's NOFA to understand how to put the application together. The average grant in fiscal year 2001 was \$250,000 with a range of \$50,000 - \$400,000. The application is renewable for up to 3 years.

**U.S. DEPARTMENT OF COMMERCE**

**Economic Development Administration (EDA)**

<http://www.osec.doc.gov/eda/>

The Economic Development Administration (EDA) was established under the Public Works and Economic Development Act of 1965 (42 U.S.C. 3121), as amended, to generate jobs, help retain existing jobs, and stimulate industrial and commercial growth in economically-distressed areas of the United States. EDA assistance is available to rural and urban areas of the Nation experiencing high unemployment, low income, or other severe economic distress.

EDA grant categories include:

**Grants for Public Works and Economic Development Facilities Assistance:**

Providing grants for construction and rehabilitation of essential public infrastructure and development facilities necessary to generate private sector jobs and investment. Average investment was \$1 million in fiscal year 2001.

**Planning Assistance:**

Providing grants for Economic Development Districts, Indian Tribes, States and Other Planning Organizations. The average Indian planning investment in FY2001 was \$68,800.

**Economic Adjustment Assistance:**

Providing grants to projects that demonstrate new and proactive approaches to economic competitiveness and innovative capacity for threatened regions and communities. Average grant was \$281,000.

Economic Development Representatives for your state can be contacted to get information on FY03 grants and investment assistance deadlines.

State	Person	Contact Information
Mississippi	Patterson, Gilbert	Tel (404) 730-3000 <a href="mailto:gpatterson@eda.doc.gov">gpatterson@eda.doc.gov</a>
Georgia	Trader, Philip	Tel (404) 730-3017 <a href="mailto:ptrader@eda.doc.gov">ptrader@eda.doc.gov</a>
Kentucky, N/Carolina	Hunter, Bobby D	Tel (859) 224-7426 <a href="mailto:bhunter@eda.doc.gov">bhunter@eda.doc.gov</a>
South Carolina	Dixon, Patricia M.	Tel (803) 408-2513 <a href="mailto:pdixon@eda.doc.gov">pdixon@eda.doc.gov</a>
Alabama	Dennis, Bobby	Tel (404) 730-3020 <a href="mailto:bdennis@eda.doc.gov">bdennis@eda.doc.gov</a>
Florida	Taylor, Willie	Tel (404) 730-3032 <a href="mailto:wtaylor5@eda.doc.gov">wtaylor5@eda.doc.gov</a>
Tennessee	Reed, Tonia	Tel (404) 730-3026 <a href="mailto:treed@eda.doc.gov">treed@eda.doc.gov</a>
Arkansas, New Mexico, Oklahoma & North Texas	Spearman, Sam	Tel (501) 324-5637 <a href="mailto:sspearma@eda.doc.gov">sspearma@eda.doc.gov</a>
Louisiana, Texas (South)	Davidson-Ehlers, Pamela	Tel (504) 589-4179 <a href="mailto:pdavidso@eda.doc.gov">pdavidso@eda.doc.gov</a>
Illinois, Minnesota	Arnold, John	Tel (888)865-5719 (Illinois) (218)720-5326 (Minnesota) <a href="mailto:jarnold1@eda.doc.gov">jarnold1@eda.doc.gov</a>
Ohio, Indiana	Hickey, Robert	Tel (800) 686-2603 (Indiana) (614) 469-7314 (Ohio) <a href="mailto:rhickey@eda.doc.gov">rhickey@eda.doc.gov</a>
Michigan, Wisconsin	Peck, John	Tel (231) 938-1712 <a href="mailto:jpeck@eda.doc.gov">jpeck@eda.doc.gov</a>

Colorado, Utah	Zender, John	Tel (303) 844-4902 <a href="mailto:jjender@eda.doc.gov">jjender@eda.doc.gov</a>
Iowa, Nebraska	Cecil, Robert	Tel (515) 284-4746 <a href="mailto:bcecil@eda.doc.gov">bcecil@eda.doc.gov</a>
Missouri, Kansas	Hildebrandt, Paul	Tel (573) 442-8084 <a href="mailto:phildebrandt@eda.doc.gov">phildebrandt@eda.doc.gov</a>
Montana, Wyoming	Rogers, John	Tel (406) 449-5380 <a href="mailto:jrogers6@eda.doc.gov">jrogers6@eda.doc.gov</a>
South Dakota, North Dakota	Jungberg, Cip	Tel (605) 226-7315 <a href="mailto:cjungberg@eda.doc.gov">cjungberg@eda.doc.gov</a>
Alaska	Richert, Bernhard E. Jr.	550 West 7th Avenue, # 1780, Anchorage, AK 99501-7594 Tel (907) 271-2272 <a href="mailto:brichert@eda.doc.gov">brichert@eda.doc.gov</a>
California (Central)	Sosson, Deena	Tel (916) 498-5285 <a href="mailto:dsosson@eda.doc.gov">dsosson@eda.doc.gov</a>
California (Coastal)	Church, Dianne	Tel (408) 535-5550 <a href="mailto:dchurch@eda.doc.gov">dchurch@eda.doc.gov</a>
Idaho, Nevada	Ames, Aldred	Tel (208) 334-1521 (Idaho) (888) 693-1370 (Nevada) <a href="mailto:aames@eda.doc.gov">aames@eda.doc.gov</a>
Oregon, California (Northern)	Berblinger, Anne	Tel (503) 326-3078 <a href="mailto:aberlin@eda.doc.gov">aberlin@eda.doc.gov</a>
California (Southern)	Marshall, Wilfred Kirry, Lloyd	Tel (310) 348-5386 <a href="mailto:wmarshall@eda.doc.gov">wmarshall@eda.doc.gov</a> Tel(206) 220-7682 <a href="mailto:lkirry@eda.doc.gov">lkirry@eda.doc.gov</a>
Arizona	Macias, Jacob (Acting)	Tel (206) 220-7666 <a href="mailto:imacias@eda.doc.gov">imacias@eda.doc.gov</a>

**U.S. DEPARTMENT OF THE INTERIOR**  
**U.S. FISH AND WILDLIFE SERVICE**  
**Tribal Fish and Wildlife Grants (new in 2003)**  
<http://www.fws.gov/>

Tribal Wildlife Grants, a new program under the Landowner Incentive Program, has a total budget of \$4 million for FY02 (carried over) and \$4 million for FY03 (in the President's budget). Average award expected to be in the \$150,000 - \$250,000 range. It is expected that any tribal habitat or riparian restoration project, or any project to protect, maintain or restore endangered or

threatened species will qualify. See Federal Register Notice or website in late November for details. No match will be required, though it will be encouraged.

Because the proposed rule is still not out of Interior on its way to OMB, it will be about one to two months before the application period begins. A call for applications is expected to be the month of December. If FY03 budget is approved as it now stands, there will be two cycles of awards totaling \$8 million in FY03. The coordinator of this FWS program is Patrick Durham, 202-208-4133 or [pat\\_durham@fws.gov](mailto:pat_durham@fws.gov)

## **U.S. DEPARTMENT OF TRANSPORTATION**

### **Transportation and Community and System Preservation Pilot Program (TCSP)**

<http://www.fhwa.dot.gov/tcsp>

Tribes are eligible for TCSP grants, a 1999-2003 pilot program to improve transportation, enhance the relationships between transportation and community and encourage private sector-based initiatives.

TCSP grant awards range from less than \$100,000 to \$1.5 million. Approximately \$25 million is available for FY03, depending on appropriation from Congress. The grants are awarded by FHWA or by Congressional designation (earmark). The deadline for application is January 31, 2002.

Grants in 1999-2001 have been awarded for the following: pedestrian and bike access, pedestrian and bike trails, community planning to balance tourism and growth with stability, safety and environmental protection, a civic center plaza, a bridge, mobility improvements, greenways, alternative land use assessment, park infrastructure, traffic mitigation, trolley cars, preservation projects, heritage corridor study, riverfront development, transportation research, a bus barn, waterfront walkways, road realignment, air quality study, geological sign project, community preservation plan, historic rehabilitation, greenbelt beautification, streetscape improvements, courthouse square lobby renovation, discovery trail, chain of trails, park road improvements, among others. Fort Yates received approximately \$144,000 in FY00 to design a tribal roads management system. The website provides guidance, answers to frequently asked questions and links to TCSP field contacts.

## **U.S DEPARTMENT OF HEALTH AND HUMAN SERVICES**

### **Administration for Native Americans (ANA)**

<http://www.acf.hhs.gov/programs/ana/>

Training and technical assistance in developing successful ANA project applications in all grant categories is available at no cost to the tribe. To find out contact information on the Training and Technical Assistance available in your area, call the ANA Applicant Help Desk at (202) 690-7776 or toll free at 1(877) 922-9262 for assistance.

The Administration for Native Americans (ANA) has announced the availability of fiscal year 2003 funds in two competitive areas:

Social and Economic Development Strategies (SEDS)--closing dates are January 17, 2003; and May 2, 2003.

Social and Economic Development Strategies for Alaska Natives (AK-SEDS)--closing date is May 2, 2003.

Eligible Programs under Social and Economic Development Strategies include:  
Developing programs or activities to preserve and enhance tribal heritage and culture, establishment or expansion of businesses or jobs in areas such as tourism, and projects designed to strengthen cultural identity and promote community development.

For information, go to [www.acf.hhs.gov/programs/ana/](http://www.acf.hhs.gov/programs/ana/) or call the ANA Helpdesk, 202-690-7732

### **National Center for American Indian Enterprise Development** [www.ncaied.org](http://www.ncaied.org)

The National Center's Mission is to develop and expand an American Indian private sector which employs Indian labor, increases the number of tribal and individual Indian businesses, and positively impacts and involves reservation communities, by establishing business relationships between Indian enterprises and private industry.

The National Center may be contacted at:  
Scott Gregory, Vice President, Management Consulting Services  
953 East Juanita Ave.  
Mesa, AZ 85204  
Phone: 480-545-1298 ext. 231  
E-mail: [ncaiedswg@aol.com](mailto:ncaiedswg@aol.com)

The National Center's grant categories include:

#### Business Development & Planning:

Business Planning: Construction of business plans for tribal entities & individual Indian owned businesses with accompanying pro forma financial statements

Feasibility Studies: Development of feasibility studies for new tribal ventures or new business endeavors

Land Use Studies: Assist tribal entities with determining the best use for a parcel of land  
Strategic Planning: Assist tribes in facilitating strategic planning process, development & implementation of overall strategic plan

Economic Development Planning: Assist tribes with the formation & construction of their economic development plan & Comprehensive Economic Development Strategy (CEDS)

Business Incubator Development: Formation of business incubator. Development of operating manual/ policies & procedures document and business plan

#### Tourism: Development & implementation of tourism strategy

(Marketing) Plan Development: Assist clients with the 5 P's approach of marketing.  
Development of marketing plan

(Marketing) Procurement: Assist clients with bid matching & contract procurement

## Technology:

Information Technology (IT) Plan: Assist tribes in needs assessment and development of IT plan

Computer Technology: Analysis, set-up & training on internal computer systems

(Entrepreneurial) Training: Training of tribal members on various aspects of business ownership

(Research) Studies: Conduct various types of business & economic research studies relative to reservation economies

## Operational Functions:

Housing: Assist tribal housing authorities with grant writing, policies & procedures, strategic planning & business plan development

Health Care: Assist clients in setting up new health care facilities or analyzing existing operations. Includes hospitals, nursing homes and assisted living facilities.

Due Diligence: Assist tribes with due diligence in assessing qualifications of outside entities

Database Application: Design, construct & implement database design for clients

Grants Proposals & Certification Prep.: Assist tribes in writing proposals and grants including tribal 638 BIA & IHS programs. Assist Indian businesses in preparing certifications such as SBA 8(a) & SDB application.

Event Management: Assist tribes, government agencies, and other Indian specific organizations in planning, coordinating & marketing their event

## Section 3: Cultural and Historic Preservation and the Arts

### NATIONAL ENDOWMENT FOR THE ARTS (NEA)

[www.arts.gov](http://www.arts.gov)

The NEA awards grants to organizations who invest in America's living cultural heritage, including dance and dance presentation, design (architecture, landscape architecture, planning, product design, graphic design, clothing design, interior design), folk and traditional arts, literature, local arts agencies, media arts, multidisciplinary projects, museums and music and music presentation. Tribes are eligible for all NEA grants, and they are encouraged to apply and to employ tribal artists, writers, designers, craftsmen dancers and others to assist in the implementation of NEA funded projects. The website has several years of grant project descriptions.

NEA/USDA Forest Service Arts

[www.arts.gov/partner/Rural.html](http://www.arts.gov/partner/Rural.html)

Type of Grant: Community Assistance

Deadline: Varies

Award Date: Varies

Amount: \$5,000 - \$25,000

Go to the website or call Tony Tighe, 202-682-5616, for details.

Description: Supports projects for (1) economic development and the arts; (2) community development and the arts; and (3) community heritage and the arts. Two regions of the Forest Service are selected each year for this program. Tribes and tribal non-profits NEAR National Forest are eligible.

All grants in the following categories require 1:1 match (cash or in-kind). Though the maximum is \$150,000, grants for over \$100,000 are rare and over one-half of NEA grants in the last few years have been for \$25,000 or less. Deadline and award dates are guesstimates based on FY 02. Check website periodically for deadlines of grant(s) you want to apply for.

Type of Grant: Creativity

Deadline: March

Award Date: January

Amount: \$5,000 - \$150,000

Description: Creation and presentation of artistic work, development of professional artists, training programs, public presentation, exhibition, performance.

Type of Grant: Access to the Arts

Deadline: August

Award Date: June

Amount: \$5,000 - \$150,000

Description: Exhibitions, performances, distribution of artistic work and other activities that provide public access in arts spaces, community centers, schools, senior centers, parks; touring exhibits to rural, state-wide or multi-state areas; outreach projects to reach new audiences; innovative use of technology to increase access; adult and intergenerational educational activities.



Type of Grant: Heritage/Preservation of Cultural Heritage

Deadline: August

Award Date: June

Amount: \$5,000 - \$150,000

Description: Festivals, exhibits, publications/anthologies that reflect and increase public appreciation for diverse cultural traditions; apprenticeship programs; documentation, recording or conservation of highly significant works of art, artifacts, collections of art, or of cultural traditions and practices.

## **NATIONAL ENDOWMENT FOR THE HUMANITIES (NEH)**

[www.neh.gov](http://www.neh.gov)

NEH grant programs and deadlines for 2002 and 2003 are listed below. To obtain application materials, go to [www.neh.gov/grants/grants.html](http://www.neh.gov/grants/grants.html) (to this page on the NEH website) and then click on the name of the grant program.

Links to the forms you will need to complete an application are noted at the beginning of each guideline. In order to download all of the necessary materials, you will need to have Adobe Acrobat Reader installed on your machine. It is available free on the NEH website. Applications can also be mailed to you. Call (202)606-8269 for hardcopies of application materials.

Anyone interested in applying for a NEH grant should contact NEH staff as soon as possible by e-mail at [publicpgms@neh.gov](mailto:publicpgms@neh.gov) or by calling (202) 606-8269 to discuss the proposed project. NEH Program officers are available to offer advice, give you inside information and can also supply samples of funded applications to make the application process to increase your odds for success. NEH staff will also review and critique preliminary proposal drafts if received well before the application deadline. NEH is anxious to receive more applications from tribes and tribal non-profits. They will try to help you navigate their rigorous process.

### 2003 Grant Programs

<b>Program</b>	<b>Receipt Deadline</b>	<b>Projects Beginning</b>
<a href="#">Challenge Grants</a>	May 1, 2003	February 2004
<a href="#">Challenge Grants</a>	November 3, 2003	June 2004
<a href="#">Challenge Grants: Special Initiative for Local History</a>	February 3, 2003	September 2003
<a href="#">Challenge Grants: Special Initiative for Local History</a>	May 1, 2003	January 2004
<a href="#">Collaborative Research</a>	September 1, 2003	July 1, 2004
<a href="#">Consultation Grants for Libraries, Museums, or Special Projects</a>	April 7, 2003	September 2003
<a href="#">Consultation Grants for Libraries, Museums, or Special Projects</a>	September 16, 2003	May 2004

<u>Faculty Research Awards for Historically Black, Hispanic-Serving, and Tribal Colleges and Universities</u>	Spring 2003	January 2004
<u>Fellowships</u>	May 1, 2003	February 2004
<u>Fellowship Programs at Independent Research Institutions</u>	September 1, 2003	September 2004
<u>Humanities Focus Grants</u>	April 15, 2003	September 2003
<u>Institutional Grants for Historically Black, Hispanic-Serving, and Tribal College and Universities</u>	June 1, 2003	January 2004
<u>Media Consultation Grants</u>	April 7, 2003	January 2004
<u>Planning Grants for Museums, Libraries, and Special Projects</u>	September 16, 2003	May 2004
<u>Preservation Assistance Grants</u>	May 15, 2003	January 2004
<u>Preservation Education and Training</u>	July 1, 2003	January 2004
<u>Preserving and Creating Access to Humanities Collections</u>	July 15, 2003	May 2004
<u>Public Programs for Libraries, Museums or Special Projects (Implementation)</u>	February 3, 2003	September 2004
<u>Reference Materials</u>	July 15, 2003	May 2004
<u>Research and Demonstration Projects</u>	July 1, 2003	January 2004
<u>Research and Demonstration Projects</u>	October 1, 2003	July 2004
<u>Scholarly Editions</u>	September 1, 2003	July 1, 2004
<u>Schools for a New Millennium</u>	October 1, 2003	May 2004
<u>Stabilization of Humanities Collections</u>	October 1, 2003	July 2004
<u>Summer Seminars and Institutes</u>	March 1, 2003	Summer 2004
<u>Summer Stipends</u>	October 1, 2003	March 2004
<u>United States Newspaper Program</u>	July 1, 2003	January 2004

**U.S DEPARTMENT OF HEALTH AND HUMAN SERVICES  
Administration for Native Americans (ANA)**

<http://www.acf.hhs.gov/programs/ana/>

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Technical Assistance available in your area, call the ANA Applicant Help Desk at (202) 690-7776 or toll free at 1(877) 922-9262 for assistance.

ANA awards Native Language Grants. ANA Native Language program grants will be offered soon but have not been officially announced in the Federal Register yet. It's expected that the announcement will be in November with an application deadline of April 2003.

Two million is available in two categories of Native Language Grants. Category I is for 12 month planning grants up to \$60,000. Category II is for one year (of an expected three year) project implementation for language programs and each award in the implementation category is up to \$150,000. A 20% match of project cost is required, cash or in-kind. The FY02 deadline was in April for projects beginning at the end of September.

### **INSTITUTE OF MUSEUM AND LIBRARY SERVICES (IMLS)**

[www.ims.gov](http://www.ims.gov)

IMLS is an independent, grant-making agency fostering leadership, innovation and lifetime learning by supporting U.S. museums and libraries. Tribes and tribal non-profits operating cultural facilities or maintaining archives and libraries are encouraged to apply for IMLS grants. Eligible museums include aquariums, arboreta and botanical gardens, youth museums, general museums

IMLS grant deadlines are postmark dates that remain the same from year to year. Unless otherwise noted, all IMLS deadline and announcement dates are in 2003. Awards are generally announced in the middle of the month noted below.

<b>Museum Grants</b>	<b>Deadline</b>	<b>Awards Announced</b>
<u>Conservation Project Support</u>	October 15, 2002	April
<u>Museum Assessment Program</u>	December 1, 2002	April
<u>Conservation Assessment Program</u>	December 1, 2002	April
<u>Learning Opportunity Grants</u>	January 15	September
<u>National Award for Museum Service</u>		
Nomination E-Mails Due:	January 8, 2002	
Application Forms Due:	February 15, 2002	Fall 2002
<u>National Leadership Grants for Museums</u>		

Museums On-Line	March 1	September
Museums in the Community	March 1	July
Professional Practices	March 1	September
Library-Museum Collaborations	April 1	September

Library Grants	Deadline	Awards Announced
<u>National Leadership Grants for Libraries</u>		
Education and Training	February 1	July
Research and Demonstration	February 1	September
Preservation or Digitization	February 1	September
Library-Museum Collaborations	April 1	September
<u>National Award for Library Service</u>	February 15, 2002	Fall 2002
<u>Native American Library Services</u>		
Basic Grants	March 1	July
Professional Assistance Grants	March 1	July
Enhancement Grants	May 1	September

## Section 4: Human Resources -- Advice and Expertise

The following people have agreed to be part of a tourism resource network for tribes. Each volunteer was asked to advise on one or two subjects. Please contact them with your questions by e-mail if you can, or by phone if you do not have access to e-mail. If you would like to volunteer to be a tourism resource to tribes, please contact the National Association of Tribal Historic Preservation Officers.

**International and National Travel Trade Shows & Group Tour Itinerary Development:** Jeanne Westphal, Arizona Indian Tourism, [jwassoc@aol.com](mailto:jwassoc@aol.com), (602) 248-1512

**Interpretative Planning and Tourism Development Assistance:** Daniel Matson, USDA Forest Service Enterprise Unit, [hdl@heritagedesign.org](mailto:hdl@heritagedesign.org), (509) 680-0485

**Scenic Byways and Transportation Enhancements:** Ed Hall III, BIA Transportation & Tourism Specialist, [edward\\_hall@bia.gov](mailto:edward_hall@bia.gov), (202) 219-0952

**Hospitality & Tourism Education and Training:** Tom Hamill, [thamill@citci.com](mailto:thamill@citci.com), (907) 265-5926

**Tribal Historic Preservation:** D. Bambi Kraus, National Association of Tribal Historic Preservation Officers, [bambi@nathpo.org](mailto:bambi@nathpo.org), (202) 454-5664

**Tribal Museums, American Association of State and Local Histories:** Midge Dean Stock, American Indian Museums Program, [midgeyd@juno.com](mailto:midgeyd@juno.com)

**Indian Arts and Crafts Promotion:** Meredith Stanton, Indian Arts and Crafts Board, [meredith\\_stanton@doi.gov](mailto:meredith_stanton@doi.gov), (202) 208-3773

**Tourism Marketing and Relationships with State Tourism Offices:** Jana Prewitt, Seventh Generation Strategies, [sevengens@aol.com](mailto:sevengens@aol.com), (703) 799-7845

**International Group Tours and Receptive Operators:** Ben Sherman, Western Indian Chamber, [ben.sherman@colorado.edu](mailto:ben.sherman@colorado.edu), (303) 620-9292

**Fundraising:** Tom Hutchinson, [Tomhutchis@aol.com](mailto:Tomhutchis@aol.com), (920) 469-1325

**Education and Youth Training:** Robert Cook, [drcook@gwtc.net](mailto:drcook@gwtc.net), (605) 473-0561

**Senior Tourism, Elderhostels:** Kathleen Leitgeb, [eldershostel@gci.net](mailto:eldershostel@gci.net), (907) 473-0561

**German Market:** Elizabeth Powell, [Elizabeth.Powell@mail.doc.gov](mailto:Elizabeth.Powell@mail.doc.gov)

## Section 5: Other Funding Sources

**National Directory of Foundation Grants for Native Americans**, by Phyllis A. Meiners, 205 pages, \$99.95

**Corporate and Foundation Manual for Native Americans**, by Hillary H. Tunatz and Phyllis A. Meiners

- Both of these books are available through: [www.crcpub.com](http://www.crcpub.com) or (816) 361-2059
- CRC Publishing Co, Eagle Rock Books, Kansas City, MO

**America's New Foundations 1999**. Profiles 3000 foundations created since 1988. The Taft Group (800) 877-8238



NATIONAL ASSOCIATION OF TRIBAL HISTORIC PRESERVATION OFFICERS

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WASHINGTON, DC

20036-9189

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