



The National Association of Tribal Historic Preservation Officers

Report of the NATHPO
Tribal Tourism Toolkit Project:

“Cultural and Heritage Tourism in Indian Country”

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The NATHPO logo was designed by Patrick Rolo (Bad River Ojibwe) and represents sacred elements of our daily lives – plants, water, people, birds, animals, air, mountains, and trees.

Disclaimer

The views and opinions expressed here are solely those of the authors and do not necessarily represent the views of the Administration for Native Americans, U.S. Department of Health & Human Services, or any other Federal or State Agency, or any Tribal Government.

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Abstract

“Cultural and Heritage Tourism in Indian Country,” was conceived by the National Association of Tribal Historic Preservation Officers because of the need to protect Native America’s sacred places in ways that are compatible with the need for economic development in Indian country. This report covers three diverse tribal pilot projects conducted over two years as a test of NATHPO’s *Tribal Tourism Toolkit*. The results of this project will guide the development of a second edition of the *Toolkit* and direct support of new tribal tourism initiatives across Indian country. The NATHPO *Tribal Tourism Toolkit* was designed for use at the grassroots tribal level, especially for those tribal communities that are still planning tourism initiatives and those with a need to coordinate existing tourism products and services for marketing purposes. The results of this project indicate a need for technical assistance and support necessary to facilitate cultural heritage and nature-based tourism.

Report of the NATHPO *Tribal Tourism Toolkit* Project

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Report of the NATHPO Tribal Tourism Toolkit Project

“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.”

NATHPO’s Tribal Tourism Toolkit, 2002

PART 1: INTRODUCTION

Indian country is a unique part of the American experience. In today’s America, more than 56 million acres in the lower 48 states and more than 40 million acres in Alaska are considered “Indian country.” Native people also have ties to lands not currently under their management responsibility but which have been significant sacred places and landscapes since time immemorial.

Notwithstanding their unique place in America, many tribal communities are looking to cultural and heritage tourism as an important component of economic development within their communities. The increased national interest in cultural tourism is seen by many tribes as a timely opportunity to provide non-Natives the unique stories of Native life, history, arts, and cultures. The Bicentennial of the Lewis and Clark Expedition has afforded, for example, more than 60 tribes across the United States an excellent opportunity to highlight their historical experiences and the impacts non-Native settlement had across the landscapes of their cultures.

Tribal support for these tourism initiatives is derived not only from a desire to create jobs and to promote the local economies, but also from the desire to support and reinforce traditional culture — including language maintenance and rejuvenation, traditional arts and crafts, dances, songs, stories, and foods. If done well, and within proper limits set by the tribal governments themselves, tourism can be a potentially powerful tool for Native American communities.

For the tribes involved in this pilot project – Cheyenne River Sioux Tribe (South Dakota); Kake Tribal Corporation (Alaska), and the White Mountain Apache Tribe (Arizona) --the technical assistance provided by and with NATHPO, use of the *Toolkit*, tourism market analysis, and site evaluations have guided, encouraged, or stimulated a variety of tourism-related activities. NATHPO’s additional efforts to share what it has learned about tribal tourism have begun to resonate, as more and more tribes consider the potential benefits to their communities, while preserving their culture.

A. Heritage Tourism Today

Cultural heritage tourism has recently become a major component of the travel market. As noted by the National Association of State Arts Agencies (NASAA), “a growing number of visitors are becoming special interest travelers who rank the arts, heritage, and/or other cultural activities as one of the top five reasons for travel.” Concomitantly, national news articles increasingly report that *cultural enterprise* is becoming a key component of local economic

development. Both of these trends are based on the promotion of American culture and arts in all of its ethnic and regional diversity. As suggested by the NASAA, these two trends are interdependent, since successful cultural tourism calls for closely linked collaboration, research, assessment, marketing, and client/visitor services. Tourism offering interaction with and learning experiences from Native Americans and Alaskan Natives, in the real places of their ancestry, fits these trends perfectly.

Most important to cultural heritage tourism, both currently and in the future, is the growing national, state, and local commitment to the preservation and promotion of *authentic* places and traditions—a clear advantage that tribal tourism offers. Especially in rural areas, cultural heritage tourism creates the opportunities for diversification and expansion in tourism-focused economic development. Indian country offers a perfect venue to take advantage of these popular trends.

Technological advances in online services and tools are increasingly essential for marketing a tourism product and important to the current growth in cultural heritage tourism. Potential visitors now make travel decisions before departing from home by searching on the Internet for lodging, attractions, and travel routes. Unfortunately, in some areas, notably South Dakota, non-Indian tourism organizations or companies currently market or advertise “Indian-like” venues or products but fail to indicate that they are not authentic. Increasingly, tribal websites are advertising their tourist attractions, facilities, and events, with basic outlines of their cultural history and current way of life for the express purpose of attracting visitors.

At the 2005 White House Conference on Cultural Heritage Tourism, in which NATHPO played a significant role as a member of the Steering Committee, one of the keynote speakers stated that one of the greatest challenges today to tourism in America is the “Threat of Generica.” “Generica” was defined as “the homogenization of the landscape through commercialization.” Tribal tourism is “Generica’s” antithesis. Reservations and other tribal villages allow tourists to view, experience, and understand the living cultures of Native Americans through their own eyes and in the real places where these cultures evolved over millennia and still exist today. It is one of the best realities that tourism can offer anywhere in America today.

This view was supported by a growing trend cited at this same conference by the Travel Industry Association of America (TIA), which noted that 81 percent of all travelers engaged in some type of cultural heritage tourism at least once per year in 2004. TIA also indicated that more than half of all tourists seek cultural sites and the opportunity to experience new things and learn from those experiences. These trends all bode well for tribal tourism development.

B. Heritage Tourism in Indian Country

American Indian tribes and Alaska Native villages provide a unique perspective on the American experience. As such, many tribal communities across the country are looking to cultural and heritage tourism as an important component of economic development within their communities. The increased national interest in cultural heritage tourism is seen by many tribes as a timely opportunity to provide non-Natives unique and quintessentially authentic stories of Native life, history, arts, and cultures. For example, the Bicentennial of the Lewis and Clark Expedition has afforded many tribes across the Missouri River basin and in the Northwest United States an

excellent opportunity to highlight their historical experiences and the effects non-Native settlement had in this vast area.

In addition to cultural heritage tourism, many tribes are well-positioned, given their millions of acres of scenic reservation lands, to provide visitors with unique *nature-based* experiences, enhanced by information from tribal guides who share their experiences with and reverence for nature from the Native American perspective.

All three of the pilot sites have the potential, and intent, to offer visitors experiences in both cultural heritage and nature-based tourism, with the added benefit of Native guides who will make the visitors' experiences truly unique.

It should be stressed, however, that tribal support for these tourism initiatives is not derived solely from a desire to create jobs and to promote their local economies. It is also derived from the desire to support and reinforce traditional native culture—including language maintenance and preservation, reliance on and respect for nature's provenance, traditional arts and crafts, dances, songs, stories, and foods. Indigenous people worldwide are turning to tourism as a revenue stream to preserve the most important elements of their pasts.

This project has made clear that it is vital for the mainstream tourism industry, including travel agents, airlines, destination marketing organizations, and trade associations to work cooperatively with Native American tribes and tourism programs. Only by doing so, will mainstream businesses and Native groups ensure the authenticity of the tourist experience while preserving the Native landmarks and landscapes.

The three pilot sites chosen as part of the new tourism initiative were able to put the Toolkit to the test. For White Mountain Apache (AZ), Cheyenne River Sioux (SD), and Kake Tribal Corporation (AK), the experience was satisfactory and useful, although much of their tourism work continues to develop along separate tracks established to fit each locale's particular circumstances. The *Toolkit*, together with technical support from NATHPO, provided each pilot site with critical guidance and a useful framework within which to assess their progress in tourism, or from which to undertake the planning necessary to launch a new tourism initiative.

For NATHPO, which was established to support and sustain cultural preservation for tribal governments, this initiative has allowed, and will continue to offer, the opportunity to match the inherent values that every tribe puts on its individual culture, and the collective heritage of Native Americans. At the same time, the initiative has identified specific areas in which NATHPO can make tangible recommendations for tribes to proactively preserve their own heritage and to build a broader public awareness of and constituency for the continuation of their cultures in perpetuity.

This report, which is the result of a grant from the Administration for Native Americans, Department of Health and Human Services, offers actual experiences and analysis for tribal communities that are considering and are involved in tribal tourism. The Findings and Recommendations section contains valuable information on lessons learned and how to avoid delays in planning. NATHPO seeks to assure continuing success for the three tribal pilot sites, with the expectation of more to come.

In this vein and beyond the scope of this project, but clearly related to it, NATHPO has been engaged in supporting development of other tribal parks, such as for the Yurok Tribe (CA), and in enhancing relationships between national parks and adjacent Indian reservations, in part to help the tribes gain access to a portion of the large national park tourist visitation. Supporting development and improvement of tribal cultural museums is another area in which NATHPO has been useful to tribes across Indian country, which in turn creates advantages for its tourism initiatives.

For tribal tourism to become an economic success all across Indian country, much more work needs to be done. NATHPO hopes and intends that it will provide a substantial amount of guidance and support to assure that this goal will be achieved.

PART 2: PROJECT BACKGROUND

A. History of the *Tribal Tourism Toolkit*

In 2001, with funds from the U.S. National Park Service Lewis & Clark National Historic Trail, the National Association of Tribal Historic Preservation Officers (NATHPO) developed *The Tribal Tourism Toolkit for the Lewis & Clark Bicentennial and Other Tribal Opportunities (Toolkit)*. As stated by NATHPO President D. Bambi Kraus, the project's primary goal entailed "capacity building for all tribes considering initiation or expansion of economic development in tourism, while concurrently focusing on the preservation of their cultures and traditions." The *Toolkit* was, therefore, designed to provide guidance on developing tourism initiatives for tribal communities and reservations. The level of guidance runs the gamut for those tribes just starting out to those seeking to solidify and/or enhance ongoing efforts, including an examination of ways to establish new jobs and increase incomes for tribal members in their communities.

The *Toolkit* is intended to serve as a "stand alone" document that a tribe could use to initiate the tourism planning process, to broaden and deepen community input and support for culturally appropriate tourism, to launch new tourism initiatives, or some combination. It provides a basic framework for tribes to explore whether they can succeed in adding tourism to their economic development efforts in a way that both affirms the tribal community and also improves the quality of life on the reservation. The *Toolkit* is organized into four major sections: (1) a 10-step approach to developing a tribal tourism plan; (2) suggestions on developing a written marketing plan to promote tribal tourism attractions; (3) an appendix, including samples for such things as community inventories, visitor and resident attitude surveys, and group tour itineraries; and (4) an Internet Guide for Financial and Technical Assistance, including a list of 13 volunteer professionals who constitute a "tourism resource network for tribes." At 54 pages, including 30 pages of appendices, the *Toolkit* is more suggestive than exhaustive.

The 10 steps suggested by the *Toolkit* for developing a tribal tourism plan are:

1. Form an Action Committee
2. Plan and Complete a Tribal Community Inventory
3. Conduct a Resident Attitude Survey or Hold a *Hopes and Horrors Meeting*¹
4. Analyze Your Current Market
5. Establish Priorities and Goals
6. Develop Strategies/Projects and Identify Resources
7. Analyze Project Impacts
8. Test Strategies in the Community
9. Seek Formal Endorsement
10. Implement the Plan

B. ANA Project Background

In June 2003, the Administration for Native Americans (ANA) of the Department of Health and

¹ Essentially, one or more community meetings to discuss the positive and negative aspects of having tourists come into the community. The purpose of the meeting is to gain some consensus of how to proceed with tourism planning.

Human Services awarded NATHPO a two-year grant to pilot test its *Tribal Tourism Toolkit* at three American Indian and Alaska Native sites: the Cheyenne River Sioux Tribe (CRST) in South Dakota; the White Mountain Apache Tribe (WMAT) in Arizona; and the Kake Tribal Corporation (KTC) in Alaska. Under the terms of the 2003 ANA grant, Richard Nichols and Associates (RNA) was contracted to evaluate the pilot-test project. Additional research and marketing support was provided by: T. Destry Jarvis, President of Outdoor Recreation and Park Services, LLC; and Jaime Lavallee, NATHPO staff.

We conceptualized a project that would engage seasoned professionals in the domains of tourism management and economic planning with the tribal and Alaska Native Corporation representatives charged with developing and marketing tourism products. Through these collaborations we sought to learn more about the key factors and dynamics that would determine the success of tourism in these indigenous community settings and to identify ways to improve the *Toolkit*. By implementing the project with and through three diverse local tribal communities, we hoped to be able to capture and document new knowledge concerning generally applicable tourism “do’s” and “don’ts” in Indian Country and to expand and enhance local capacities and interests in three places that qualify as both extraordinary and representative. Having chosen such diverse tribal settings for the pilot analyses, NATHPO expects to be able to extrapolate information that will be useful more generally across Indian country as additional tribes engage in the tourism business.

PART 3: PILOT TEST SITES

The three pilot-test sites had varied experiences with tourism and with progress in using the *Tribal Tourism Toolkit*. Below are brief summaries of the features of each community (see Appendix for individual, comprehensive, “Social & Economic Analyses of Three Tribal Communities”).

A. Cheyenne River Sioux Tribe, South Dakota

The **Cheyenne River Sioux Tribe** is located on a reservation encompassing 2.82 million acres (roughly the size of Connecticut) in north central South Dakota. The 8,645 residents, about 6,250 (73.6 percent) of whom are American Indian, live in 19 communities spread across the reservation. The closest tourism destination, Rapid City, is a 2-hour drive away, and the two closest major metropolitan areas — Denver and Minneapolis — are both more than 550 miles away (9-10 hrs.). The reservation is characterized by expansive vistas of rolling prairie, broken by perennial streams and timbered river valleys on the Missouri and Cheyenne Rivers. Of the four motels on the reservation, two are in the central tribal community of Eagle Butte; for the most part, these are the ones used by visitors (e.g., hunters, federal officials, tourists, tribal visitors) to the reservation. Eagle Butte also has four commercial food enterprises, of which all but one, are fast food franchises. Three other communities on the reservation offer four other cafes. The Tribe’s major tourism initiative is development of a large wildlife/nature tour park, Lakota Tribal Park, which will feature bison, elk, wild horses, pronghorn, prairie dogs, and raptors.

i. Evaluation of Tourism Toolkit Initiative Within the Community

The Cheyenne River Sioux Tribe (CRST), though not as isolated as Kake, is still some distance from major population centers and has not attracted tourists on an ongoing basis. The tribe’s initial participation in the NATHPO project stemmed in large part from its active engagement with the Lewis and Clark bicentennial commemoration. The tribe hosted a “Signature Event” in September 2004 in conjunction with its annual Labor Day Pow-Wow. Although participation in the Signature Event was undercut by inclement weather, a number of tourism initiatives remain in place and offer the opportunity to create a critical mass for tourism development.

For example, under the auspices of the tribe’s Game, Fish & Parks Department, the tribe operates the Spirit of A Nation Tours. These are essentially wildlife and culture tours of CRST’s Buffalo Range and Elk Reserve. More significantly, CRST is well along with design and financial planning for a major new tribal park, the Lakota Tribal Park that will showcase the beauty of the rolling prairies and abundant wildlife of the reservation. The park will include a visitor center, lodging and food service, campground, and trails.

The tribe also licenses sport hunters from South Dakota and nearby states for hunting game birds and big game on the reservation and has begun to explore the even larger market for bird watching tours, given the abundant and diverse prairie bird populations of the reservation. Additionally, tribal initiatives include establishing a Cheyenne River Chamber of Commerce; promoting the entrepreneurial undertakings of the Four Bands Community Fund such as the “Made on the Rez” arts and crafts shop and website, and the *Cheyenne River Entrepreneurial*

Assistance Training and Education (CREATE) program; enhancing and marketing the Native American Scenic Byway; and participating in the marketing and training efforts of the Alliance of Tribal Tourism Advocates.² Additionally, the tribe operates the HVJ Lakota Cultural Center that has been in existence since the 1970s. Although part of this facility is referred to as a tribal museum and as such runs a gift shop, it primarily functions as a community center for events such as funerals and family celebrations.

CRST's progress on the *Toolkit's* 10 steps for developing a tribal tourism plan has been notable. Essentially, the tribe has established an Action Team, held team meetings, and started both a Tribal Community Inventory and a Resident Attitude Survey. Despite the absence of a formal written *plan*, however, a tribal tourism strategy appears to have developed. Moreover, communication among tourism entities appears to have become quite solid and productive. This is particularly the case with respect to communication between the Tourism Director — a position established in 2004 — and the Executive Director of the Four Bands Community Fund, an independent community non-profit organization.

ii. Tourism Planning Highlights

The following table highlights some of the tourism planning-related activities at this pilot-test site. The first column summarizes what was happening at each site prior to the tribal community's participation in the NATHPO project. The second column highlights some of the events and activities at each site during the course of the NATHPO project, some of which were outcomes of the project. The third column notes what specific *Toolkit*-based steps had been taken as of 2005.

² Comprised of the nine Sioux tribes in South Dakota.

TOURISM PLANNING HIGHLIGHTS AT THREE SITES		
Tourism Activities to 2004	Tourism Activities 2004-05	Tourism Planning Status
<ul style="list-style-type: none"> C CRST Game, Fish & Parks Dept. is focus for tourism planning efforts C Spirit of A Nation Tours provide wildlife & culture tours of CRST Buffalo Range & Elk Reserve C Planning for Lewis & Clark Bicentennial - Signature Event Fall 2004 C Initial planning occurs for Lakota Tribal Park C “Made on the Rez” arts shop and website C CREATE Program gives entrepreneurship training 	<ul style="list-style-type: none"> C Tourism Director appointed w/in GFP Dept. C Sept. 2004 Signature Event hampered by weather C Design plans for Lakota Tribal Park completed C Native American Scenic Byway initiated C Planning for reservation-wide CoC led by Four Bands and Tourism Dir. C Northwest Area Found. Tribal Ventures initiative considering 22 projects for CRST, incl. Tribal Park, for \$10M partnering plan C \$400K grant to Alliance of Tribal Tourism Advocates to support tourism among tribes in SD. 	<ul style="list-style-type: none"> C Action Team consists of 4 individuals meeting sporadically C Resident Attitude Survey responses from 150 CRST high school students C Resident Attitude Survey data not analyzed and therefore not put to use

B. Kake, Alaska

Kake, Alaska is a village of approximately 550 residents (75 percent of whom are Alaska Native) surrounded by more than 27,000 acres of forest — the surface rights of which are owned by the Kake Tribal Corporation (KTC) that have been extensively logged, adjacent to Tongass National Forest, America’s largest rainforest. Located on the Northwest coast of Kupreanof Island in Southeast Alaska, Kake is accessible only by air or water. The existing physical and cultural features that are most likely to attract tourists include the Kake Cannery, a National Historic Landmark, the Rocky Pass scenic water trail, and abundant wildlife including bears, whales, eagles, and other birds. The limited lodging for tourists and other visitors consists of two options: the 12-room Keex’Kwaan Lodge, a small but comfortable unit owned by the Organized Village of Kake; and a privately owned bed and breakfast. The island also has two small cafes, where visitors can buy food. Currently the island lacks a culture center, organized tour companies, and scheduled programs that cater to tourist groups, and consequently tour ships do not dock regularly.

i. Evaluation of Tourism Toolkit Initiative Within the Community

Kake, Alaska is the smallest — in both population and land area — of the three sites and arguably the most remote. [Note: this site did not begin full participation in the project until Fall 2004 because of the illness and subsequent death of the President of the Kake Tribal Corporation who had been the project leader.] Serious tourism planning at Kake had begun in 1996-1997 with the completion of Kake Tourism Development Plan for KTC. Although the Plan was never

implemented in a systematic way, it was at that time that tours for cruise ship passengers stopping at Kake were first organized. Those tours, still limited in number annually, include showing tourists totem poles and traditional dance performances; explaining traditional Kake regalia, culture, and history; and demonstrating Tlingit carving and basket-weaving, and providing traditional foods. Cruise ships are charged a per passenger fee for each of the tours.

NATHPO and its consultants met with the KTC staff and tourism planning group in late summer 2003 and through its initial market analysis identified several potential tourism ventures that could be undertaken either at the community level or through individual business enterprises. Among these were guided, small boat whale watching tours; guided sea kayak trips through Rocky Pass, a narrow water passage between islands that is well known for its abundant wildlife and superlative scenery; restoration and reuse of the Kake Cannery, a designated National Historic Landmark; development of a new eco-lodge on a small adjacent island owned by KTC; and development of new on-shore trails leading to scenic attractions. The death of the KTC Chairman temporarily halted these projects.

A new strategic plan for Kake is being developed by the Community and Economic Development Strategic (CEDS) planning committee, with technical assistance provided by the University of Oregon. This is the most promising current ongoing planning effort involving tourism and other community development efforts for the Kake community. In November 2004, the RNA evaluation team reviewed a summary draft of that CEDS Plan, which called for cultural, heritage, and eco-tourism, technical assistance for small businesses, and infrastructure improvements, particularly to the Kake Cannery, a National Historic Landmark and the focus of tourism planning efforts. While the CEDS planning committee and the *Toolkit* project's Action Team share many members, it is unclear how the two groups view the two planning efforts. Progress is being made, however, in the development of new tourism opportunities for Kake.

ii. Tourism Planning Highlights

The following table highlights some of the tourism planning-related activities at this site. The first column summarizes what was happening at each site before the tribal community's participation in the NATHPO project. The second column highlights some of the events and activities at each site during the course of the NATHPO project, some of which were outcomes of the project. The third column notes what specific *Toolkit*-based steps had been taken as of 2005.

TOURISM PLANNING HIGHLIGHTS AT THREE SITES		
Tourism Activities to 2004	Tourism Activities 2004-05	Tourism Planning Status
<ul style="list-style-type: none"> C Sporadic cruise ship stops w/ tours, dances, and arts & crafts demonstrations C Arts & Crafts shop C 12-room Lodge since 1997 C Kake Cannery as National Historic Landmark - 1997 C Island Excursions, owned by a tribal member, provides kayaking adventure tours 	<ul style="list-style-type: none"> C Action Team organized Fall 2004 C Summer 2004, 16 Cruise West tours w/60-80 passengers for each tour C \$ 53/person per tour to KTC and \$10/person per tour to Keex' Kwaan dancers C OVK writing EDA grant for business plan for \$8-10M Kake Cannery renovation C Tribal entrepreneur in early stages of planning Chamber of Commerce C Draft form of CEDs plan w/ tourism elements 	<ul style="list-style-type: none"> C Action Team conducting Resident Attitude Survey C KTC financial status affects tourism planning C Community Inventory has not been undertaken C Unclear as to how Team intends to tackle the heart of the tourism planning effort: marketing, establishing priorities and goals, and adopting strategies, identifying resources, and developing tourism products.

C. White Mountain Apache Tribe, Arizona

The **White Mountain Apache Tribe** is located in east central Arizona on a 1.67-million-acre reservation, measuring 75 miles east to west and 45 miles north to south. The tribe includes about 13,000 enrolled members. On the reservation, elevations range from 2,700 in the desert foothills of the Salt River Canyon, to more than 11,000 feet along the crests of the conifer-clad White Mountains. Phoenix, Tucson, and Albuquerque are all between 150 and 220 miles away from the tourism venues on the reservation. A small motel is located in the tribal headquarters of Whiteriver. Twenty miles north of Whiteriver, the tribe operates the 128-room Hon-Dah Resort Casino and Conference Center, which includes a quality restaurant. Whiteriver also offers two small cafes. The reservation includes several key features with greater tourism potential, including Fort Apache, Kinishba Ruins, the tribal museum, and an extensive trail system, with numerous lakes and streams.

i. Evaluation of Tourism Toolkit Initiative Within the Community

The White Mountain Apache Tribe (WMAT) is the one site among the pilot projects with the broadest and deepest tourism experience. In fact, the tribe has been involved in tourism since the 1950s when it developed the first of more than 20 recreational reservoirs and began selling camping and fishing permits to those seeking escape from the Tucson and Phoenix summer heat. In the mid 1970s, the Tribe opened a ski area (Sunrise) and a nearby 94-room hotel. The Tourism Director, Raymond Endfield, has been in his position since 1994 and has, throughout that tenure, actively promoted tribal tourism ventures with the Arizona Office of Tourism (AOT) and other partners. Mr. Endfield is a current member of the Arizona Governor's Tourism Advisory Committee. His office is located in the Fort Apache Historic Park, the same location as the Nohwike' Bagowa Apache Cultural Center and Museum, which has operated its new

facility there since 1997. Since 1993, the tribe has operated the Hon-Dah Resort, Casino and Convention Center, which is the major visitor services facility on the reservation. Fort Apache, a National Historic Landmark, is undergoing restoration at a measured pace and is interpreted through good signage and a walking tour guide booklet. The tribe's Wildlife and Outdoor Division has also, for many years, been offering trophy elk hunts to hunters from Arizona and other states, creating jobs for tribal member guides and deriving significant revenues from some of the Tribe's highlands. The Tribe developed a guide service several years ago that can provide step-on service to motor coach tours, raft trips through Salt River Canyon, and more adventurous "canyoneering" hikes. This program currently suffers from lack of good marketing/advertising.

Under the NATHPO project, WMAT's primary effort has been to improve coordination among already existing tribal tourism planning efforts and to promote the development of the Fort Apache Historic Park as a new tourism venue. As part of the NATHPO *Toolkit* process, the tribe's Action Team was not only organized but also formally recognized, under tribal resolution, as the tribe's official Tourism Commission. In early 2005, the Commission began to implement the Resident Attitude and Visitors' Surveys — both part of the recommended *Toolkit* steps.

ii. Tourism Planning Highlights

The following table highlights some of the tourism planning-related activities at this pilot-test site. The first column summarizes what was happening at each site prior to the tribal community's participation in the NATHPO project. The second column highlights some of the events and activities at each site during the course of the NATHPO project, some of which were outcomes of the project. The third column notes what specific *Toolkit*-based steps had been taken as of 2005.

TOURISM PLANNING HIGHLIGHTS AT THREE SITES

Tourism Activities to 2004	Tourism Activities 2004-05	Tourism Planning Status
<ul style="list-style-type: none"> C Hon-Dah Resort Casino in operation since 1993 C Sunrise Ski Area in operation since 1970 C Nearby hotel in operation since 1970 C Hawley Lake cabins being renovated for rentals C Apache Cultural Center & Museum in new facility since 1997 C Fort Apache Historic Park Master Plan completed C WMAT Apache Guides provide tours of canyon, Fort Apache, Kinishba Ruins NHL, and other attractions C Trophy Elk hunts yield up to \$65K/head 	<ul style="list-style-type: none"> C \$90K HUD grant to tribal Tourism Office for loan fund that could support arts & crafts fairs (declined due to perceived lack of WMAT Tourism Office staff support) C AZ Office of Tourism forms partnerships w/ tribes: 2004 Tribal Tourism Conference, AOT website, Tribal Tourism Advisory Committee, Outreach Program Guide, & 2005-06 Teamwork for Effective Arizona Marketing Program C <i>Footprints of the Apache</i> exhibit opens at Apache Cultural Center & Museum — NEH grant also funds trails & interpretive signage at Ft. Apache C Hon-Dah feasibility study of moving mini-mart/gas station and ski shop from Hon-Dah complex to a different site to free up space for a Visitors Center 	<ul style="list-style-type: none"> C Action Team appointed by tribe as Tourism Commission C Resident Attitude and Visitors Surveys are under way <p>Initial planning underway for revision and expansion of the <i>Master Plan</i> for the Fort Apache Historic Park</p> <p>First draft of Tribal Tourism Plan completed and under review by Tourism Commission</p>

PART 4: COMMONALITIES AND FINDINGS

As described in the first edition, the *Toolkit* implies that the 10-step process is a linear, sequential one. The work of the past two years demonstrates, however, that a more holistic and flexible process is more practical and better suited to tribal communities. In this way, the 10 suggested steps can be addressed in any order, thus allowing assumptions held at the beginning of the process to be re-assessed as new information is gathered and evaluated. Such an approach will allow for greater flexibility, knowing that different tribes will be approaching tourism from different perspectives and different stages of experience and development.

All three pilot-test sites reached Step 3 in their formal use of the *Toolkit* to develop a written Tourism Plan. For Step 4, working with tribal staff and council members at each of the three pilot sites, NATHPO and its consultants analyzed the current market potential for tourism, with a particular emphasis on the identification of “products,” such as cultural sites, tours, events, tribal parks, or museums, that could be marketed and would attract tourists.

Subsequently, all the sites informally engaged in Steps 4, 5, and 6 to explore, and, in some cases, implement various tourism projects and programs. If there had been more time and resources for NATHPO and the local pilot sites to gain more in-depth experience with specific projects, this phase of the project could have been better documented. An obvious need exists for actual implementation of tribal tourism projects that take advantage of the data developed, the plans generated, and the analysis completed. The need for full implementation of tribal tourism projects will remain as a note in the overall evaluation of the two-year project that has reached its current stopping point.

A. Commonalities at Three Sites

Although each site was unique, some interesting commonalities arose.

- All of the pilot sites wanted, and needed, specialized technical assistance to initiate the tourism planning called for by the *Toolkit*.
- The “bottom-line” motivation for tribes to engage in tourism is two-fold, job creation and economic development, as well as building appreciation of and support for preserving their tribal culture.
- Any tribal tourism should benefit the tribal community as a whole to the greatest extent possible and should serve to strengthen the community broadly.
- Tourism planning is an essential, if challenging, step which tribes must take in order to be successful.
- Tourism marketing is virtually unheard of in Indian Country but is an essential component of success, and may best be undertaken through partnerships either with other tribes, and/or with non-Indian tourism agencies or companies.
- Effective institutions of tribal governance are essential to success with tribal tourism.
- Timing of new tribal tourism initiatives can be key to success, such as tourism related developments in Indian Country that are derivatives of the Lewis and Clark Expedition Commemoration.

Each of the three pilot sites received limited support from the respective State Tourism Office for

tribal tourism initiatives. These state offices could provide much better marketing and advertising support, as well as training for key tribal staff. Of these three states, Arizona has been the most proactive in including information about individual tribal tourism opportunities at reservation sites in its general marketing materials.

The development in recent years of regional inter-tribal tourism coordinating bodies in Arizona and South Dakota offers great promise of technical support in tourism marketing for the future, allowing individual tribes to concentrate on enhancing their visitor services, training interpretive guides, and organizing group tour programs on their respective reservations.

Fifteen years ago, a report published by the Harvard Project on American Indian Economic Development identified three factors that are particularly critical to reservation economic development: a tribe's sovereignty, effective institutions of governance, and a tribe's ability to choose the right projects.³ Of these, having effective institutions of governance is the most important factor to creating and sustaining economic development. Although the report noted that this fact is not peculiar to Indian Country, it stressed that the problem of ineffective institutions of governance is a major hindrance to building a productive and professional business environment, to fostering efficient interactions for tribes to effectively plan for economic development, and to creating an attractive context for investment—not only for corporations considering building a plant on the reservation, but also for individual tribal members attempting to set up their own businesses.

Optimal economic development environments are typically defined by the strict separation of politics from day-to-day management of enterprises, as well as by established and adhered to mechanisms for dispute resolution. Similarly, a more recent study of Oklahoma tribal successes in business diversification identified seven “common strategic factors,” in addition to the factors cited in the Harvard study.⁴ Key among these factors were (a) governmental stability, (b) willingness to work with the local non-Indian community, (c) a tribe's long-range “vision” for development, and (d) a willingness to reinvest a substantial amount of enterprise profits back into business expansion.

The three pilot-test tribes for the *Tribal Tourism Toolkit* generally fall on the positive end of the spectrum regarding the factors identified above. Below is a discussion of evaluation findings, lessons learned, and observations made by the *Toolkit* project's evaluation team. Several of these discussion points resonate with the strategic factors noted above. Others are tangential to the four factors, but nevertheless merit discussion.

B. Overall Findings

i. Administrative Findings and Challenges

³ “Tourism and Economic Development: Considerations for Tribal Policy and Planning,” Cornell, S., Harvard Project on American Indian Economic Development, John F. Kennedy School of Government - Harvard University, October 1989.

⁴ “Studies in Success: Strategies for Business Diversification Developed by Three Oklahoma Tribes,” Oklahoma Institute of Indian Heritage, 2001.

The role of planning: Other than for the purposes of attracting governmental or private foundation funds, many tribes consider expending scarce human and financial resources for ‘planning’ as a “high cost– low benefit” means for producing economic returns. Most tribes are compelled to jump into tourism without adequate advance planning because of the need to show immediate results, usually economic and job-creation related. Moreover, demographic and economic statistics, essential to any planning endeavor, are seldom maintained by or are available to tribes for the same reasons. Similarly, the respective States’ economic development agencies seldom provide any useful data specific to tribes, whether demographic, economic, or statistical.

All of the participating Native communities referred to the value of comparing their existing and prospective programs with programs linked to each other. Thus, the NATHPO Tribal Tourism project benefited from the spectrum of experiences and interests represented by the participating communities. The exchange of ideas and the exposure of community representatives to others’ goals and initiatives significantly increased interest in and commitment to planning. The challenge for Native communities will be obtaining the demographic and economic statistics that are essential to any planning endeavor. These are seldom maintained by or available to tribes; and the respective states’ economic development agencies seldom provide any useful data specific to tribes.

Without support for and belief in the value of planning -- which is overcome by the need to demonstrate immediate results -- is often a first hurdle for tribes interested in tourism. A revised Toolkit and its use will need to describe the benefits of adequate planning. Without the benefit of the NATHPO *Toolkit* technical assistance, many of the issues related to planning would have been skipped or overlooked.

Document Production: Preparing comprehensive tourism development plans can be intimidating, but mapping out a strategy for attracting visitors to Native communities is a vital step. To do so, Native communities must promptly identify people with the necessary skills and set aside the resources needed for hiring staff or consultants. It is understood that tribes have cultural and educational barriers to this important step, but it cannot be ignored, as the success of tribal tourism is dependent on the ability to attract new visitors to have an enjoyable experience in Native communities.

Two of the pilot-test sites had tourism plans developed by consultants within the last 10 years; however, neither of these plans was being actively used in current tourism promotion or planning efforts. Plans should be updated periodically to ensure that program planning, implementation, and adaptation are working in concert. And all development plans should include a marketing strategy that identifies audiences and potential partners who can help promote cultural and natural sites as tourist destinations. Once the target audience is clearly identified, the proper promotional materials can be developed and a distribution plan devised.

Tribally-run or tribally-fostered tourism? A key challenge for many tribal communities is choosing whether to develop tourism enterprises that are owned and operated by the tribal government, or fostering an economic development climate that encourages or assists tribal members to start their own tourism businesses, including tour companies, accommodations, food

services, and arts and craft shops. Either approach can work, so long as all of the key decision-makers, and those who will implement the decisions, are in agreement.

Leadership: A strong and active leader for the tourism planning effort is essential. Ultimately, the strong leadership component that was needed to develop a comprehensive tribal tourism plan was not as successful as it could have been at the pilot sites. A lack of continuity of staffing in key tourism and historic preservation positions can cause serious delays, and ultimately stall tourism planning and development. Of the three pilot sites, only Cheyenne River Sioux maintained the same tourism staff leadership throughout the three years of this project.

Organizing for Business Success: For both organizational and strategic reasons, it is essential for a tribe undertaking tourism planning to have one principal tourism agency or office. Planning, document preparation, liaison to tribal governance, issuance of permits, or licenses, etc. can all be coordinated and implemented more effectively. For the three pilot sites in this NATHPO project, the committed tribal staff and their working partners exhibited a high level of interest and excitement about the prospects for tourism development for the tribe, such that their leadership was likely to inspire interest, and ultimately success, for their initiatives.

ii. Infrastructure Issues

After planning and training, building and maintaining the infrastructure to support and sustain tourism is a critical step for successful tribal tourism. This infrastructure includes the primary tourist service facilities, as well as the major tourism attractions, products, venues, or sites. In every case, having at least one (preferably more) attraction, either cultural or natural, is critical.

For example, each of the three pilot-test sites has one key site that is serving as the initial focus for tourism development efforts—at Kake, it is the National Historic Landmark Kake Cannery; at WMAT, it is the Fort Apache National Register Historic District; and at CRST, it is the existing wildlife reserves, which are to become the core of the planned Lakota Tribal Park.

The Kake Cannery site not only can tell a fascinating historical story, but also provides an attractive space for educational programs, arts and craft sales, food services, and more. Fort Apache, already well known to history enthusiasts, can be the hub of much additional tourist and recreational activity, including the on-going development of an extensive trail network on the reservation that will be popular with tribal members as well as recreation enthusiasts from outside the reservation. The Lakota Tribal Park, showcasing native wildlife, and integrating this with the tribe's prairie culture, also will serve as critical habitat for several federally listed species, and will thus attract additional federal support and public interest.

iii. Community Participation and a Culture of Entrepreneurship

Much of the economic spin-off for a tribe undertaking tourism development will come from tribal and other community members establishing, expanding, or improving various tourism-supportive enterprises — e.g., local artists and crafts persons, lodging, and food service providers, tribal cultural interpreters and educators, including guides, storytellers, dancers, singers, step-on tour guides, adventure guides, horse packers, rafting trip guides, and much more. The diversity and complexity of the enterprise opportunities suggests that the tribe should

develop a variety of means to support not only tribal enterprise development, but also individual entrepreneurship initiatives.

A good example of this is CRST's Four Bands Community Fund's *CREATE* Program, which provides business training on topics related to starting and growing a business in a remote, economically distressed reservation community.

WMAT's already successful Hon-Dah Resort and Sunrise Ski Area give this pilot area the ability to more rapidly expand its new tourism businesses by integrating these existing facilities with its emerging cultural site venues and its nascent backcountry adventure business opportunities.

iv. Marketing

Creating an entity (or building a partnership) to market and advertise the full range of tribal tourism venues, facilities, and attractions, including traditional arts and crafts, is an important element of tribal tourism that is the least well-established at present. Initially, marketing support could be sought from existing destination marketing organizations, convention and visitors bureaus, travel agents, or state tourism offices. Unfortunately, very few of these marketing organizations have shown an interest in supporting tribal tourism to date. In South Dakota, however, the Alliance of Tribal Tourism Advocates, which represents the tourism interests of all of the Native American tribes in South Dakota, has strongly petitioned the state to force greater inclusion of tribal tourism in its extensive annual marketing campaigns.

A good example of successful small-scale marketing for native arts and crafts is found at the Cheyenne River Sioux pilot site. "Made on the Rez" — a Four Bands initiative — plays a pivotal role in organizing and training local artists in developing business plans and marketing their products through the tribe's local shop and its website. While Kake has an Arts and Crafts Shop, and White Mountain Apache has two outlets for marketing arts and crafts produced by local artists — the gift shops at the Apache Cultural Center/Museum and at the Hon-Dah Resort hotel — these two sites do not have websites comparable to that of "Made on the Rez" through which products can actually be sold. Nor does either site provide the kind of entrepreneurial support which the *CREATE* Program does with respect to small business loans, training in developing business plans, or in marketing. Moreover, neither engages local artisans in a reservation-wide Chamber of Commerce.

A tribe's own website can be an important resource for marketing tourist attractions and services. The White Mountain Apache Tribe's website (www.wmat.nsn.us) is a good example of this. The home page promotes major tourist attractions and has links to "History/Culture" (further links to the tribe's Culture Center and Museum, the Fort Apache Historic Park, and White Mountain Apache History) and "Recreation" (further links to rental cabins, the tribe's resort and casino, the tribe's ski park, its Office of Tourism and Wildlife, and its Outdoor Recreation Division). The website essentially offers potential visitors in-depth information about various reservation tourism attractions, venues, and services. Thus, ensuring that the website is being promoted in all materials is an essential part of any marketing plan.

One of the challenges facing tribal tourism enterprises is that many tribes have adopted proprietary policies on the demographic information from hotel registrations, museum

attendance rosters, and other data tribal enterprises might collect. However, sharing this type of site-specific information would be beneficial to any tribal tourism enterprise in their business planning efforts. All the more reason to have a single place — e.g., a planning office — where potential tribal entrepreneurs can get information needed for business plans. Policies and guidelines on how this information is gathered and to whom it is available should be created and adopted for future use by each participating tribe.

The participation of local reservation and off-reservation businesses in the tourism planning effort is important. Establishing a reservation-wide Chamber of Commerce or participating in an already established Chambers of Commerce can play a big role in building community support for tourism planning. For example, the Cheyenne River Sioux Tribe's Tourism Director is establishing — with the assistance of the Executive Director of the Four Bands Community Fund and the managing editor of the local newspaper — a reservation-wide Chamber of Commerce. On the White Mountain Apache Reservation, the General Manager of the tribe's Hon-Dah Resort Casino is an active member of the local municipality's Chamber. At Kake, a local entrepreneur involved in kayaking tours and a member of the Action Team, is taking steps to establish a local Chamber.

Existing tourism enterprises—both tribal enterprises (e.g., casinos) and local businesses (e.g., local motels, restaurants)—can serve as contexts for collecting data on reservation visitors and a source of marketing and tourism development expertise. For example, the WMAT Hon-Dah Resort Casino can potentially provide important support to the WMAT Tourism Commission by promoting tourism, providing marketing expertise and data for planning purposes, by providing financial support, and by linking a variety of tourism venues through its website.

v. Partnership and Coalition-Building Development and Challenges

It is important that a tribe interested in tourism reach out to state-wide or regional tourism organizations — including other Indian tribes or Indian organizations pursuing tourism, or non-Indian organizations involved in tourism promotion, such as state tourism offices, destination marketing organizations, convention and visitors bureaus, travel agencies, or even regional attractions that would share marketing costs. For example, at the Cheyenne River Sioux pilot site, the person in the newly created Tourism Director position is an active member of the Alliance of Tribal Tourism Advocates (representing the nine Sioux tribes in South Dakota). This group is another ANA-funded initiative that now has its own website, tour packages, and marketing campaigns and also offers training to tribal members to be certified interpretive guides. At WMAT, a senior employee of the Arizona State Tourism Office was elected to the Board of the Fort Apache Foundation, thus establishing a real linkage between the state and the tribe's central tourism attraction.

Before effective partnerships can be established with tourism-related entities outside of reservations, both tribes and non-tribal tourism entities will have to overcome a long history of non-existent, ineffective, or negative relationships. At one point in the recent past, the governor of South Dakota would not allow tribal information to be displayed in state-run highway welcome centers, because (so he said) reservations offered nothing to serve tourists adequately. As CRST and other members of the Alliance of Tribal Tourism Advocates have shown, things are rapidly changing for the better in South Dakota. Indian tribes of that state are increasingly

better prepared to serve visitors and are becoming the state's star attractions, due only in part to the increased visibility provided by the Lewis and Clark commemoration.

State Tourism Offices can serve as resources to tribes in many ways. For example, the Arizona Office of Tourism has an excellent website to which tribes can link their individual tourism venues and marketing campaigns; the AOT has also implemented a 2005-2006 *Teamwork for Effective Arizona Marketing (TEAM)* Program in which the White Mountain Apache Tribe and other Arizona tribes are active partners. The program provides matching grants to tribal tourism entities to develop a strategic marketing plan or to fund a full range of marketing approaches.

Colleges and universities — both mainstream and tribal — can serve as important tourism planning resources and provide added expertise for tribes involved in tourism development. For example, Northern Arizona University is assisting the White Mountain Apache Tribe in tabulating their annual visitors' survey data; similarly, the University of Kansas' *Center for Economic Development* published the "Economic Trends Report" which provided the Cheyenne River Sioux Tribe with trends in population, employment, earnings, and income, and education for the reservation, primarily for 1990 and 2000, important in providing statistics for documenting the need for economic development on the reservation and making a case for tourism development being part of economic development for the tribe.

As a result of its experience with this ANA project, NATHPO has begun to work with the National Tour Association (NTA) to develop a variety of linkages between tribes with cultural heritage tourism interests and this mainstream professional tourism association. NTA membership includes both destination marketing companies, private tourism attractions, hotel chains, as well as state and federal agency partners.

vi. Unexpected Occurrences

During the two-year project, each community had a variety of occurrences that can be directly attributed to the fostering and support provided by their involvement with the NATHPO pilot test. As noted later in this report, timing is important, and some of the unexpected occurrences were simply a result of good timing. Other developments can be attributed to the NATHPO involvement. In at least one site, the value of a local Chamber of Commerce was seen and a major effort is under way to create such an entity. In another site, individual tribal members saw the value of local marketing, which can be part of the larger initiative, and were inspired to continue creating their micro-enterprises.

The three pilot test sites also met via conference call on a regular basis throughout the project. This sharing of knowledge and resources is an important part of any enterprise that relies on community efforts and marketing.

PART V: RECOMMENDATIONS AND NEXT STEPS

NATHPO's *Tribal Tourism Toolkit* was created as a means to provide tribal communities with a template on how to create or enhance tribal tourism initiatives. It was foreseen as a stand-alone document that would provide an outline for some recommended steps to take, but not offer detailed strategies. It was intended from the outset that the *Toolkit* document be augmented by technical assistance through NATHPO and its consultants, as well as by the staff of the pilot site tribes.

The three test pilot sites thoroughly enjoyed taking the *Toolkit* and closely following the steps. Once they became more engrossed in the process, however, they started to realize that the steps were not as sequential as they first appeared and that, in fact, they could and should be flexible in how they completed some of the tasks. For example, it is imperative that the tribal community be involved in the planning efforts, but participation might need to be postponed for various reasons (time of year, ability to meet, lack of time to convene meeting, etc.).

A. Revised Toolkit Version 2

Based on earlier discussion and the need to group marketing endeavors, the revised 10-step process for a tested and improved *Toolkit version 2* for developing a tribal tourism plan are:

1. Form an Action Committee
2. Plan and Complete a Tribal Community Inventory
3. Conduct a Resident Attitude Survey or Hold a *Hopes and Horrors Meeting*⁵
4. Analyze Your Current Market, including Establishing Priorities and Goals, Developing Strategies/Projects, and Identifying Resources
5. Analyze Project Impacts
6. Test Strategies in the Community
7. Seek Formal Endorsement
8. Implement the Plan

B. Additional Steps for Toolkit v 2

The tourism planning steps entail a complex set of activities involving varied skills and types of expertise. The *Toolkit* should be revised to integrate the findings from the evaluation conducted for this project. It should also be noted that for most tribes, the ten-step process will not necessarily be a linear, sequential process, but a more holistic one, because of the nature of planning in a reservation setting. Thus, several additional steps ought to be introduced into the tourism planning process. At a minimum, the following activities should be added:

- i. “Situational Analysis”

A situational analysis should be conducted at the beginning of the tourism planning effort as one of the Action Team's first activities and should consider past tourism planning efforts,

⁵ Essentially, one or more community meetings to discuss the positive and negative aspects of having tourists come into the community. The purpose of the meeting is to gain some consensus of how to proceed with tourism planning.

documents (plans) and studies — essentially find out why past efforts did or did not succeed? Furthermore, the situational analysis should involve gathering information about potential community resources — both tribal and non-tribal (e.g., state Tourism Offices, local businesses and Chambers of Commerce, local papers, etc.) — that should be brought into the planning process, current and potential markets, as well as identifying competing tourism efforts. Finally, the analysis should evaluate the existing state of tribal tourism attractions, services, and activities, and prepare a condition and priority assessment for the total existing tribal tourism opportunity.

ii. Staff Training

Immediately after the situational analysis, all interested tribal and non-tribal staff persons should be trained on the *Toolkit* process, the responsibilities expected of individuals participating on the Action Team, and the need for identification of funding resources among tribal and non-tribal entities for securing further planning expertise. Having a strategic sense of what key elements might be included in a plan early in the process will help engage the tribal programs, tribal enterprises, local community members and others.

iii. Community Building

Tribes need to identify tourism and marketing experts as their planning proceeds. Such individuals, or partners, should be involved in tribal tourism planning efforts at appropriate times. The Arizona Office of Tourism's *AOT On The Road: A Tourism Community Outreach Program Guide*, with information on tourism development, visitor services, travel industry marketing, tourism research, media relations, advertising and fulfillment, and references is certainly a model for the nation. In making recommendations for revising and improving NATHPO's *Tribal Tourism Toolkit*, the evaluation team is looking for ways the ideas in this guide can be adapted to Indian Country.

C. Need for Funding and Technical Resources

Tribal communities that are looking to begin, expand, or enhance their cultural and heritage tourism efforts need start-up funds. If the tribal government is unable to provide this essential step, it would benefit Indian country if a federal agency(ies) were able to offer start up funding. Overall, the most significant need that emerged from the pilot sites is the lack of funding for advertising and marketing of existing tour opportunities at reservation venues, and of training funds for tribal interpretive guides and/or well-designed and written interpretive guide books and brochures.

Though not a step to be added to the *Toolkit version 2*, there are sources for technical assistance. *The Harvard Project on American Indian Economic Development* can potentially serve as an important technical assistance resource for American Indian tribes. By September 15th of each year, the Harvard Project accepts proposals for the study of a public policy or management question by Kennedy School of Government second year Master's degree students under the guidance of a faculty member. This technical assistance is provided as a *pro bono* service by the assigned student. In fact, over the last two decades, one of the *Toolkit* pilot-sites, the White Mountain Apache Tribe, has had at least eight studies completed by Harvard Project students,

and has been a subject in at least three other multi-tribal studies conducted by Harvard Project students. Several of the studies have addressed tourism issues. Another pilot-test site, the Cheyenne River Sioux Tribe, more recently also had Harvard Project students provide them with policy research assistance.

The *Toolkit* project has provided the National Association of Tribal Historic Preservation Officers a unique opportunity to apply professional tourism planning concepts and marketing strategies within tribal settings and to improve the Tribal Tourism Toolkit.

The old cliché that “timing is everything” may not be true, but for tribal tourism, the Lewis and Clark Expedition Commemoration successfully served as a major stimulant to organizing and planning for tourism. The opening in 2004 of the Smithsonian’s National Museum of the American Indian is also serving to awaken keen public interest in Native American heritage. The approach of retirement age for the baby boom generation, with far more disposable income, better health, and a lust for learning is another reason the advent of tribal tourism is well timed. Finally, the continuing fascination with Native Americans by foreign travelers, especially Europeans and Asians, creates another opportunity for the success of tribal tourism in America.

NATHPO intends to continue with its tribal tourism initiative over the next five years. This timeframe is critical to the success of tribal tourism in Indian Country, since it will take at least that long for tribal attractions to be prepared, tourist facilities to be built, interpretive guides to be trained, and related infrastructure to be completed. On-going planning support for tribal tourism will be essential to their success.

APPENDIX A:
SOCIAL & ECONOMIC ANALYSES OF THREE TRIBAL COMMUNITIES

It is important to note that no data is available specifically for Tribal tourism. Therefore, statewide data is used for South Dakota, Arizona, and Alaska.

Cheyenne River Sioux Tribe, South Dakota

General Information

The South Dakota Office of Tourism has two reports that provide information on tourism trends and expenditures based on 2004 data, as well as one that provides information on visitors in summer 2003. All three will be used in this report. They are the Statistical Update Economic and Fiscal Impacts, Governor's Conference on Tourism 2005 Report, and the 2003 Intercept Study.

The Office of Tourism has four regional tourism associations, which are based on the dominant characteristics in that region⁶ and are used to break down expenditures and visitor volume. The Cheyenne River Sioux Tribe (CRST) is located within two of the four travel regions, as well as within two counties. They are the Great Lakes (Region 3) with Dewey County, and the Black Hills, Badlands and Lakes (Region 4) with Ziebach County.

No data on the numbers of visitors to the state exist, as the Office of Tourism does not track these numbers. Numbers do exist for visitations at major attractions, which can give a rough idea of what visitors are doing while in South Dakota⁷ and overall the number for visitations to these attractions has decreased.⁸ In addition, occupancy rates at both motels and campgrounds also decreased in 2003. However, it is worth mentioning that there is a discrepancy between the decrease in attraction visitations and occupancy compared to the growth in both visitor volume based on expenditures and employment in the industry. As found in the Statistical Update, employment tied to the visitor industry and growth in visitor volume, which is based on visitor expenditures, both saw an increase. This means that statewide, the total visitor expenditure growth was up 7.8 percent from 2003, which is the third year that the state has seen an increase. In 2004, the Black Hills region had the second highest growth at an increase of 8.9 percent and the Great Lakes region was the lowest with an increase of 4.1 percent. Therefore, based on the above information there is no single indicator available about visitor numbers to the state, but usually an increase in visitor expenditures is tied to an increase in the number of visitors.

Demographic

In the summer of 2003, 880 non-resident visitors to South Dakota were surveyed on a variety of topics for the Intercept Study. These surveys provide limited visitor demographics and spending information because this sample study was relatively small. However, since no other data is

⁶ "Different attributes within the state have proven to appeal to varied markets in the overall visitor industry." Statistical Update at page 14.

⁷ It must be mentioned that this information can not be relied on to give an actual number for visitors to South Dakota, as problems exist with this gathering of information. For example, visitors who visit other attractions are excluded.

⁸ Governor's Report 2005 at page 92.

available, the Intercept Study is used to provide an approximate idea of South Dakota's visitors.

The Intercept Study divided non-resident visitors into two categories: In-Target Traveler and Out-of-Target Traveler. Approximately half of those surveyed were from each category. However, what the representation is for these two groups within the total visitor makeup is unknown, but likely the representation is not split as evenly between the In-Target and Out-of-Target as the Intercept Study has done. In other words, the total number of visitors and what proportion of total visitors is represented by each category are unknown, but are not likely to be the same ratio as in this study.

An In-Target Traveler is any visitor from one of nine states,⁹ which is also the 'target' market for the Office of Tourism advertising.¹⁰ An Out-of-Target Traveler is a visitor who is from outside these "target" states,¹¹ which includes other domestic visitors, as well as international visitors. Both designations are used in order to provide as complete a picture as possible of the types of visitors to South Dakota.

In-Target Traveler:

The average In-Target Traveler was 46.6 years of age with a majority (53.7 percent) between the ages of 35-54. Couples were the highest percentage for party size (43.1 percent), but the average was 3.4 people per party. There were slightly more females (52.7 percent) than males (47.3 percent). The average income was \$69,777 with 20.2 percent falling within the income range of \$55,000 to \$69,000. Slightly more than 18 percent of visitors were retired.

Out-of-Target Traveler:

The average Out-of-Target Traveler was 48 years of age, with the highest percentage (49 percent) falling between the ages of 35-54. The average party size was 3.2 people, but the highest percentage was for couples (45.8 percent), which is higher than for the In-Target Traveler. Again, the gender was nearly even between males (48.9 percent) and females (51.1 percent). The average income was also higher in this category at \$76,388, but with almost 8 percent less in the \$55,000-\$69,000 range. In addition, the number of retired visitors was higher by more than 10 percent at 29.4 percent.

Based on these two categories, an average visitor to South Dakota is between the ages of 35-54, travels as a couple with a nearly equal amount of males and females. The average income is \$72,682 with the highest percentage in between the range of \$55,000-\$69,000.

⁹ These nine states are: Colorado, Illinois, Iowa, Minnesota, Missouri, Nebraska, North Dakota, Texas and Wisconsin. Intercept Study at page 1.

¹⁰ See Governor's Report 2005 at page 9, and the map at 24-25.

¹¹ The survey results for the Out-of-Target Traveler were: 65% from other American states, 3% from Canada and 35% were "Other".

Expenditures

Total estimated visitor spending was \$752 million in 2004.¹² This is an increase of 7.8 percent or \$54 million more than was spent in 2003. Overall, all four regions saw an increase in visitor spending. The Black Hills region accounts for nearly 58 percent of statewide visitor expenditures with \$433.1 million. The Great Lakes region makes up 8.6 percent of the total expenditures at \$64.6 million, which was the least amount of all regions. Moreover, the Great Lakes region saw the least amount of growth, which has historically been the situation with counties along the Missouri River. However, the low water level at Lake Oahe may have adversely affected the growth rate in this region for 2004. Although visitor expenditures rose for the state and in all regions, according to the Statistical Update, this increase in spending did not translate to the two counties where CRST is located.

Visitor spending in Ziebach County was \$145,071. Down from last year's total of \$169,816. This means that nearly \$24,000 less was spent, which for this county created a significant difference in spending of -14.6 percent. Dewey County at \$748,740 was down \$124,083, which is a decrease of 14.2 percent from 2003. This means that although both counties saw a similar percentage decrease, even a small difference in spending is significant for Ziebach County.

In-Target Traveler:

The majority of spending was under \$299 with the highest percentage of spending in the range of \$100-\$199 (42.6 percent). The average expenditure was \$164.44 per day.

Out-of-Target Traveler:

For this group as well, the majority of spending was under \$299 with only 5.5 percent of respondents spending more. The highest range of spending was also in the \$100-\$199 range (45.6 percent). The average expenditure was \$173.42 per day.

Activities

For a majority of all visitors it was a specific event, attraction or site, usually patriotic, that attracted them to the state. Worth mentioning is that the Akta Lakota Museum and Cultural Center attracted 21,901 visitors last year. No information is available on what other activities (such as shopping, hunting) visitors participated in while in South Dakota.

In-Target Traveler:

The top five reasons for visiting was for a specific attraction (44.7 percent), patriotic site (33.3 percent), specific event (31.5 percent), family or friends (21.3 percent), or passing through the state (9.8 percent). In general, nearly 77 percent surveyed reported that South Dakota was their vacation destination. Wyoming/Yellowstone accounted for the highest percentage of those whose destination was outside South Dakota. The top four destinations of all In-Target Travelers

¹² Most of this increase was due to fuel costs, since fuel was about 40 cents per gallon higher than in 2003. However, fuel costs only account for total spending being three percentage points higher, which means overall, there was still an increase of over four percent in total visitor spending. Statistical Update at page 12.

were Sioux Falls (16.2 percent), Black Hills (14.2 percent), Rapid City (11.5 percent), and Mount Rushmore (11.2 percent). Of these, three were in the Black Hills region. The majority of visitors had seven or fewer days of vacation time, with nearly 40 percent having between 4-7 days and 34 percent having three or fewer. Slightly more than 70 percent surveyed planned to spend four days or fewer in the state.

Out-of-Target Traveler:

Roughly half (51.5 percent) of Out-of-Target Travelers reported that South Dakota was their vacation destination. The two highest percentages, for those that did not have South Dakota as their primary destination, was Wyoming/Yellowstone at 22 percent and 15 percent making a cross-country trip. The number one reason to visit the state, at nearly 50 percent, was to visit a specific attraction. Rounding out the top five reasons were to visit a patriotic site (44.6 percent), specific event (21.9 percent), friends or family (21.9 percent) or were passing through (28 percent). Altogether, the top four destinations within the state were Mount Rushmore (25.3 percent), Black Hills (18.6 percent), Deadwood (11.5 percent), and “Other” (12.8 percent).¹³ Again, three of the top four are located in the Black Hills region.

Conclusion

Although no information is available on the actual numbers of visitors to South Dakota, the growth in expenditure information seems to show a growth in visitor volume for the state. Therefore, it seems that there is a sufficient amount of visitors that CRST could draw upon. However, even though both regions had an increase in expenditures, this did not translate into the counties where CRST is located. But, as noted, even small increases in visitor volume and subsequent expenditures could make a significant difference to the economy for both counties.

The good news in this analysis for CRST is that the existing visitors to South Dakota come there for specific attractions. When the Wakalyapi Paha Lakota Tribal Park is built and operational, this wildlife and prairie park with Lakota interpretations, has the potential to become one of the top attractions in the state. The wildlife viewing opportunities that the Tribal Park will offer will far exceed that of any other attraction in the state or region. Visitors to the state could easily get to the Tribal Park’s location from Interstate 93 and from there continue west to the Black Hills or eastward from CRST. Consequently, the Tribal Park would not actually need to compete with the other leading attractions in the state, such as Mount Rushmore, but enhance the opportunities for visitors on their way to or from Mount Rushmore or other Black Hill sites.

¹³ “Other” destinations included: Hill City, Pierre, Badlands, Cheyenne and Pine Ridge Reservations, Crazy Horse, Keystone, Mitchell and Spearfish. Intercept Study at page 13.

Kake Tribal Corporation, Southeast Alaska

Preface

For Kake Tribal Corporation and the Native Village of Kake in southeast Alaska, the problem of gathering demographic and other tourism data is compounded by a lack of directly relevant information. The Alaska Office of Tourism does not currently collect data on tourism demographics or their expenditures by types and amounts, and does not break the data it does collect into segments specific to Alaskan Native villages.

However, the Alaska Office of Tourism has a Tourism Satellite Account (TSA) and Alaska Visitor Statistics Program (AVSP).¹⁴ A TSA is used to quantify the effects of travel and tourism on the economy by defining tourism as an industry, and then using it in a configuration that allows comparisons to other state industries. The AVSP has general information on visitors to Alaska, such as the total number of visitors and their mode of arrivals. Therefore, since no comprehensive source for Alaska tourism data exists that is particularly applicable to Alaskan Native village tourism in southeast Alaska, two other sources, in addition to the Office of Tourism's information, will be used to arrive at an approximate description of visitor demographics and expenditures for the southeast Alaska region.

These additional sources are the Alaska Tourism Industry Association's 2003 Conversion Study and the Juneau Convention and Visitors Bureau's Juneau Visitor Profiles (2003). The Conversion Study is used because its information approximates the Office of Tourism data and in turn has a section that provides the number of visitors whose destination is the southeast region. The Juneau Visitor Profiles is used because its scope is the southeast region, and it has the demographics and expenditures (types and amounts) data for summer leisure visitors who arrived by air or cruise ship.

General Information

The Office of Tourism states that the peak tourism time for Alaska is from May to September with 85 percent of all visitors in 2004 arriving during this period. For summer 2004, the total visitor arrivals, which includes both residents and visitors to Alaska, was 1.95 million. This is an increase of nearly 200,000 visitors or 9 percent from summer 2003 when there were 1.75 million visitors, of which 1.45 were summer visitors. Of these summer visitors nearly 75 percent or nearly 1.1 million visitors were in Alaska solely for vacation or pleasure.

An important tool for visitor information is the mode of arrival for visitors, since only two modes provide the majority of visitor arrivals. For example, 100 percent of cruise ship arrivals are vacation or pleasure visitors. This means that all 712,400 people who arrived in Alaska by cruise ship were vacation or pleasure visitors, which accounts for nearly 66 percent of the total leisure

¹⁴ "Arrival data are collected and estimates are made about the number of visitors to Alaska using visitor percentages derived from tallies in AVSP survey years. The most recent survey effort was undertaken in October 2001 through September 30, 2001." at ES-3. Alaska Visitor Arrivals Summer 2004 (Draft), State of Alaska, Department of Commerce, Community and Economic Development, December 2004. The Alaska Visitors Statistics Program (AVSP) prepares these reports.

visitors to the state. Furthermore, this number shows a nearly 15 percent increase from the previous year's total of 620,900. Summer 2004 was a record-breaking year for the cruise ship industry in Alaska.

The total air arrivals in Alaska also increased significantly for both domestic (7 percent) and international (20 percent) arrivals. Domestic air follows behind the cruise ship industry as the next highest mode of arrival by number with 607,800. These two modes of arrival are important because these are the two categories of visitors that will be used in-depth by the Juneau Visitor Profiles (JVP).

Based on the information given on the numbers of summer leisure visitors and their mode of arrival, the next section will use the Conversion Study and JVP to attempt to give approximate regional data for southeast Alaska.

Demographic

The JVP reports that there were a total of 875,000 visitors to Juneau during the summer months of 2003. This is approximately 50 percent of the total 1.75 million visitors for that year, as given by the Office of Tourism. The Conversion Study has a similar percentage, with Juneau listed as the second destination most visited (51 percent) in Alaska, behind only Anchorage (69 percent).¹⁵ Three other southeast destinations round out the top five Alaskan destinations listed in the Conversion Study. The other destinations are: Ketchikan at 49 percent, Skagway at 47 percent, and tied for fifth at 45 percent are the Inside Passage which is the cruise ship and ferry route throughout all of the southeast region, and Mt. McKinley/Denali (which lies in the interior of the state). Overall, each of these southeastern destinations has seen increased percentages in visitor travel since 2000.

The JVP further divides the total number of 2003 summer leisure visitors into two categories: cruise visitors and air visitors. As noted above, these modes of arrival provide the highest numbers of visitors to Alaska, and both of these sections saw an increase in 2004. Therefore, the tourism information will be given for both categories. However, although no specific numbers are available for the Village of Kake, it has been noted that the highest mode of arrival for visitors to the Village is through the cruise ship. Therefore, special attention should be paid to the cruise visitor, as they are the most likely target market for the Village.

Cruise Visitor:

Cruise visitors made up 88 percent of the total number of visitors to Juneau.¹⁶ The average cruise visitor was an American female (56 percent) traveling for leisure in a party size of two (66 percent), who was between 45-64 years old (50 percent), had graduated college (31 percent) and had a median household income of \$88,000.

Air Visitor:

¹⁵ It must be noted that the Alaska Tourism Industry Association uses a different sampling than that used by the Alaska Visitor Arrivals Summer 2004. The Conversion Study's methodology can be found at p.107.

¹⁶ The JVP has a slightly higher number for visitor arrival by cruise ship than the Office of Tourism's 2003 data.

The average air visitor was an American male from the western United States, traveling for either leisure or visiting friends and relatives in a party size of two (48 percent). He was also between the ages of 45-64 (44 percent), had a median household income of \$88,000, and had graduated from college (62 percent).

Overall, both cruise and air visitors exhibit similar demographics, since both are well-educated, had a high median household income, traveled in a party size of two, and were between the ages of 45-64. This similarity in demographic information is noteworthy because Cruise West, which is a small cruise line that currently brings tourist to the Village of Kake (17 Cruise West ships visited Kake in summer 2004), has a similar demographic profile for their clientele.

When interviewed, Cruise West representatives¹⁷ stated that their clientele are usually older (at 50 plus years of age), highly educated with bachelors and professional degrees, are mostly couples with a comfortable income near or above the \$88,000 median. In addition, their clients are looking for unique and unusual tours that are ‘soft adventure’ (not very physically taxing), but are also intellectually stimulating or highly educational.

Expenditures

The Alaska Office of Tourism’s Tourism Satellite Account (TSA) study states that the total spending for travel and tourism by all sectors was more than \$2.4 billion in 2002, and accounted for \$1.6 billion in direct economic contribution to the state. This means 66 percent of each travel and tourism dollar that is spent in Alaska, stays in Alaska. In other words, travel and tourism spending composes 5.6 percent of the Gross State Product. In addition, its economic contribution is rising each year with a 38 percent increase since 1998 when the economic contribution was \$1.16 billion. The JVP will be used to get an idea of how much and what visitors spend their money on.

Cruise Visitor:

The average total spending for cruise visitors in Alaskan communities (in addition to the basic cost of the cruise) was \$175 per person with \$432 spent per party. Since 2001, the average expenditure of cruise visitors for tours and excursions has risen \$7 to \$93. More significantly the total for all other expenditures rose by \$31 from \$64 to \$95 per person in 2003. Of note, the majority of total expenditures (51 percent) was more than \$201.

Air Visitor:

The average total spending for air visitors (in addition to cost of airfares) was \$281 per person and \$538 per party. This amount also includes spending on accommodations (\$91). Although, air visitors spend more than cruise visitors by \$106 per person or per party, the average total spending by air visitors was down by \$63 per person and \$150 per party since 2001. Shorter vacation times may account for this decrease. However, it is important to note that air visitors participate less in tours and therefore spent less than cruise visitors on this activity. For example, on average they spent \$64 on tours, which is \$19 less than cruise visitors. But, air visitors spent

¹⁷ Karen Kuest, Shore Excursions Program Manager and Martha Wharton, Director of Marketing Communications, January 28th, 2004.

more than \$40 on other expenditures, such as shopping, than cruise visitors.

Activities

Cruise Visitor:

The number one activity for cruise visitors was tours, reflected in the 76 percent of cruise visitors who took at least one tour during their time in Juneau. The five top tours were: glacier tours (36 percent), Mt. Roberts Tramway (24 percent), city tours (21 percent), day cruise (15 percent), and helicopter sightseeing (13 percent). Of note, museums and historic sites were tied for sixth place, with only 7 percent of cruise visitors participating in this activity, but 90 percent of those that did participate purchased a tour only after arriving in Juneau.

Air Visitor:

Air visitors are more likely to participate in activities other than structured, guided tours. Their top five activities were: shopping (74 percent), hiking/nature walk (59 percent), museums (47 percent), Tramway/gondola (37 percent), and visiting friends and family (33 percent). Of note, only 2 percent of air visitors participated in Native culture tours/activities, which may be because few are offered near the city.

Conclusion

From the data available, it seems that Alaska's southeast region attracts a very large percentage, nearly half, of the leisure visitors to the state. A majority of these leisure visitors fall into the category of either a cruise visitor or air visitor, with both modes of travel being available for access to the Village of Kake. To serve air visitors, which is a quicker mode of transportation to Kake than a cruise ship, the Village needs accommodations and must provide a greater diversity of tourist activities, including cultural demonstrations, wildlife and birding tours, totem carving, craft sales, food service featuring local cuisine, and promote other attractions that the Village has to offer such as scenery.

Kake would like to capture more of the small cruise visitor market. The Village already has a good beginning in this area, with 17 ships from Cruise West visiting in Summer 2004. Although, cruise visitors spend less per person and party than air visitors, they do spend more for tours and do not necessarily require accommodations in the Village. Kake could continue to expand its cruise visitor market, but needs to create additional relationships with small cruise lines, as well as develop additional activities that showcase Kake as the type of destination that is unique and educational to draw in these cruise ships and their clientele. Restoration of the historical cannery and adaptive re-use of this site as a marketplace for sales of crafts and food for visitors is an established goal, but appears to be several years into the future. As this work progresses, the Village can increase its visitation through continued use of the community Center for native dance demonstrations, and add scenic, wildlife, and birding tours to attract a more diverse visitor base.

White Mountain Apache Tribe, Arizona

The following is based on the *2003 Arizona Statistical Report*, published by Arizona Office of Tourism (AZOT), as well as a brief section on regional data for Arizona (High Country).

General Information

In 2003, Arizona hosted 27.8 million domestic overnight visitors; this was a total increase of 3.9 percent. The domestic overnight business visitors segment decreased by 11.3 percent, a significant drop compared with the relatively stable national average (0.1 percent).

There were 21.7 million domestic overnight leisure visitors, which is 78 percent of total domestic visitors.¹⁸ Thirty-six percent of the domestic overnight leisure visitors came from within Arizona, which is an increase from the previous year. Except for California at 26.8 percent, the other neighboring states, such as Nevada and New Mexico accounted for less than 7 percent. It was through resident leisure visitors that the leisure sector gained over the business sector by 8.8 percent and was higher than the national average of 7 percent, as well as providing the increase in total expenditures.

Demographic

The average domestic overnight leisure visitor to Arizona had attended college (37 percent) and was 45 years of age with an average household income of \$69,000.00. Traveled as a couple (38 percent), reflecting slightly more females (55 percent) than males (45 percent). (to be consistent with earlier information). The average length of stay was for 4.1 days, but the highest percentage of visitors (71 percent) stayed one to three nights and traveled by automobile (64 percent). Although, visitors arriving by air decreased by 4 percent from 30 percent to 26 percent, the increase of 1.2 million resident leisure travelers offset this decrease. The total amount of resident leisure travelers was 6.1 million in 2003.

Expenditures

The total spending by domestic overnight visitors rose 1 percent from \$12.01 billion to \$12.14 billion in 2003. Spending by leisure visitors accounted for \$8.79 billion, which is an increase of 6.2 percent. This increase occurred even though the average domestic overnight visitor spent \$106 per day, which is down from \$108. In addition to the decrease in the number of business visitors, they also spent \$4 less than in 2002 when they spent \$140 per day.

Since the average expenditure for leisure visitors was \$98.05 per day, which was similar to 2002, it was the rise in the number of leisure visitors that accounted for the total amount of expenditures increasing. For these leisure visitors, transportation was the majority of expense (31 percent), followed by food (22.1 percent) and shopping (15.2 percent).

¹⁸For purposes of this report, only domestic overnight leisure visitors' information will be provided. The Arizona Office of Tourism (AZOT) divides their statewide tourism statistics into: Domestic Overnight Leisure Visitors, Domestic Overnight Business Visitors and further subdivides into Resident and Non-Residents inside these categories. In addition, AZOT also tracks Overseas Air Visitors, and has six country profiles. For more information on any of these categories please see www.azot.com.

Activities

Of the three highest expenses per day, the leisure visitor spent 34 percent of their time dining and 25 percent shopping. The only leisure activity more popular was sightseeing at 39 percent. Other popular leisure activities were entertainment (23 percent), visiting national or state parks (15 percent), and visits to historic sites and hiking/biking (both at 10 percent). It is interesting to note that the overseas air visitors had visiting Native American communities listed as a specific activity, which was ranked at 11th and comprised 26 percent of the overseas air visitors' leisure activities.

In addition to statewide tourism statistics, AZOT also breaks Arizona into separate regions.

Regional Information - High Country:

- White Mountain Apache Tribe is located in High Country, which also includes the cities of Heber, Overgaard, Snowflake, Pinetop-Lakeside, and Springerville.¹⁹ High Country receives 722,800 leisure visitors, which is 3 percent of Arizona's total 21.7 million leisure visitors.
- The average visitor to this region was 42.8 years of age and had attended college (34 percent) with an average income of \$49,651. The average visitor traveled in a party size of four, but most traveled as a couple (39 percent) and stayed 3.7 days with 75 percent staying one to three nights.
- The average expenses per day were \$72.11, which is nearly \$26 less than the statewide average for Arizona. The highest expenses were food at \$18.67 and transportation at \$18.48, which accounts for approximately 51 percent of total expenses. The average leisure visitor spent \$13.94 on accommodations, which leaves \$21.02 for leisure activities.
- Sightseeing was the most popular leisure activity at 40 percent. Other popular leisure activities included outdoor sports (19 percent), such as hiking/biking and hunting and fishing, visiting national or state parks (19 percent) and cultural activities (18 percent).

Conclusion

At this early stage in development of Tribal tourism for the White Mountain Apache Tribe, the best conclusion that can be drawn from the demographic statistics is that Arizona is already attracting a sufficient leisure visitor base. The Tribe could potentially draw from this base to increase its own tourism, once its destinations and support infrastructure are in place and its marketing efforts begin to produce results. Capturing a share of the leisure tourists already coming into the state could serve as a first target of opportunity for White Mountain Apache tourism, if it can show its unique and distinguishing features from other Tribes and regions within Arizona.

¹⁹ There is no specific information on the White Mountain Apache reservation, and this data may not adequately reflect the tourism that the Tribe receives. For more information on this region see Destry Jarvis' *Tribal Tourism Marketing Analysis for White Mountain Apache Tribe*, September 2003.

APPENDIX B: SUGGESTED WEBSITES FOR MORE INFORMATION ON TOURISM AND TRAVEL

Alaska:

Alaska Travel Industry Association of America: www.alaskatia.org

Alaska Office of Tourism Development: <http://www.dced.state.ak.us/oed/toubus/home.cfm>

Alaska Chamber of Commerce: www.alaskachamber.com

Alaska Marine Highway (ferry): www.dot.state.ak.us/amhs/index.html

State of Alaska Travel & Vacation Information: www.travelalaska.com

Arizona:

Arizona Office of Tourism: www.azot.com/

Arizona Chamber of Commerce: www.azchamber.com

South Dakota:

South Dakota Chamber of Commerce & Industry: www.sdchamber.biz/

South Dakota Travel Information: www.travelsd.com

South Dakota Tourism Industry Information: www.sdvisit.com

The South Dakota Office of Tourism, Tourism Assistance Directory (includes national organizations that provide marketing, financial and technical assistance):

<http://www.sdvisit.com/reference/TourAssistDir.pdf>

Tribal Tourism:

Alliance of Tribal Tourism Advocates: www.attatribal.com

Native American Tourism of Wisconsin: www.natow.org

National and International:

- CrossSphere (formerly National Travel Association): <http://www.CrossSphere.com>
- Department of Commerce, Bureau of Economic Analysis, *See Industry Accounts Data*: http://www.commerce.gov/economic_analysis.html
- International Association of Convention and Visitors Bureaus: www.iacvb.org
- Small Business Administration: www.sba.gov
- Travel Industry Association of America: www.tia.org
- US Chamber of Commerce, Member Directory: <http://www.uschamber.com/chambers/directory/default.htm>
- US Department of Agriculture, Rural Development: www.rurdev.usda.gov
- World Tourism Organization – www.world-tourism.org

What is NATHPO?

The National Association of Tribal Historic Preservation Officers (NATHPO) is a Washington, D.C., based non-profit membership association representing the collective and shared interests of the Tribal Historic Preservation Officers and all Tribal governments. NATHPO monitors the U.S. Congress, Administration, and state activities on issues that affect all Tribes and the effectiveness of federally mandated compliance reviews, and identification, evaluation, and management of tribal historic properties. NATHPO also provides technical assistance, training, and operates a website www.nathpo.org and free electronic news service “eNews from NATHPO.”

About the Authors

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Richard Nichols (Santa Clara Pueblo) and **George Colyer** are the Senior Associates of Richard Nichols and Associates (RNA), an American Indian controlled and managed company established in New Mexico in 2000. George Colyer was the lead author for RNA’s evaluation of NATHPO’s Tribal Tourism Toolkit Project. Founded for the express purpose of working directly for and on behalf of Indian tribes and agencies with similar goals, RNA offers services in: (a) evaluation data collection and analysis, (b) research and training, (c) assessment of community/organizational needs, (d) community/ organizational planning and program development, (e) organizational and policy analysis, (f) grantsmanship and proposal writing, (h) group facilitation. RNA’s other associates include nationally recognized educators, trainers, researchers, analysts, grants writers and program developers. Richard Nichols and Associates has a long track record of working with tribal governments, Native American organizations, federal government agencies, and foundations in the areas of evaluation, research, and program development.