



Securing Financial Partnerships for your Tribal Tourism Project

19th Annual American Indian Tourism Conference
September 11-14, 2017



Introducing ...

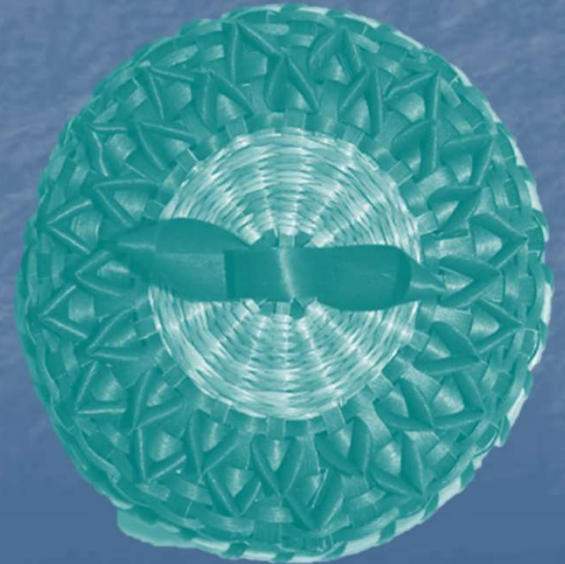
Christopher Thompson

Director

Office of Economic Development

Saint Regis Mohawk Tribe

Akwesasne, New York



Our Joint Presentation

Part 1: Akwesasne Tourism (Chris)

- where we live and how we started

Part 2: "Group of Seven" Financing Tactics for securing financial partners (Rick)

Part 3: So far so good for Akwesasne Tourism

- \$2.7M funding approved thus far

- challenges ahead – a "work in progress!"



ONTARIO

ST. LAWRENCE RIVER

QUEBEC

CANADA

UNITED STATES

AKWESASNE

Akwesasne - One Community

- Our tourism work is building upon decades of cultural development and language revival efforts
- We are recovering from major historical challenges
- Through many years of discussion on cultural tourism, key reports have emerged:
 - Sharing the Spirit (2008)
 - We are Working Toward Better Things to Come (2011)
 - Akwesasne Cultural Tourism Plan (2014) and
- Since 2014, the **Akwesasne Tourism Working Group** has come together and is seeking to develop *Experience Akwesasne*, as **one community**

Akwesasne Tourism Coordination

The **Akwesasne Tourism Working Group** (ATWG) brings together Mohawk professionals from various Akwesasne governments and organizations:

- Saint Regis Mohawk Tribe
- Mohawk Council of Akwesasne
- Mohawk Nation Council of Chiefs
- Native North American Traveling College
- Akwesasne Area Management Board
- Akwesasne Cultural Center
- Akwesasne Chamber of Commerce
- Akwesasne Mohawk Casino

"Experience Akwesasne"



Part Two - Introducing ...

Rick MacLeod Farley *(Rick and Pauline)*

MacLeod Farley & Associates (www.macfar.ca)

Indigenous Tourism (Cultural, Ecotourism, Adventure)

Community Economic Development

Rick served 4 years on advisory board of TIES

Hired by Indigenous communities since 94 across Canada
- (from Labrador to James Bay, & Nunavut to the Yukon!)

Hired by Akwesasne in late 2015 to help with ATWG

Also working now with Scammon Bay Yupik community in Alaska

Financing Track Record

\$50 million in client financing approved (to date)

over 95% approval rate
on funding applications for clients

average typical project financing:
82% grants, 6% loans,
10% cash equity and 2% in-kind equity

Securing your financial partners

- **Financing - Equity, Grants, Loans, ...**
 - Equity - your own financial resources – cash, in-kind, now and in the future
 - Other financial resources – what is available? (government, private, philanthropic, other)
- **Think 'out of the box'** - consider alternative partners that have non-cash resources like land, buildings, parks, etc.

Get to know your target partners

- Build a short list of your target funders
- Seek first to understand!
- Seek second to understand!!

Build relationships with target partners

- Communicate carefully & strategically
- Always reinforce credibility

The Group of Seven

*→ 7 proven tactics
to secure financial
partnerships*

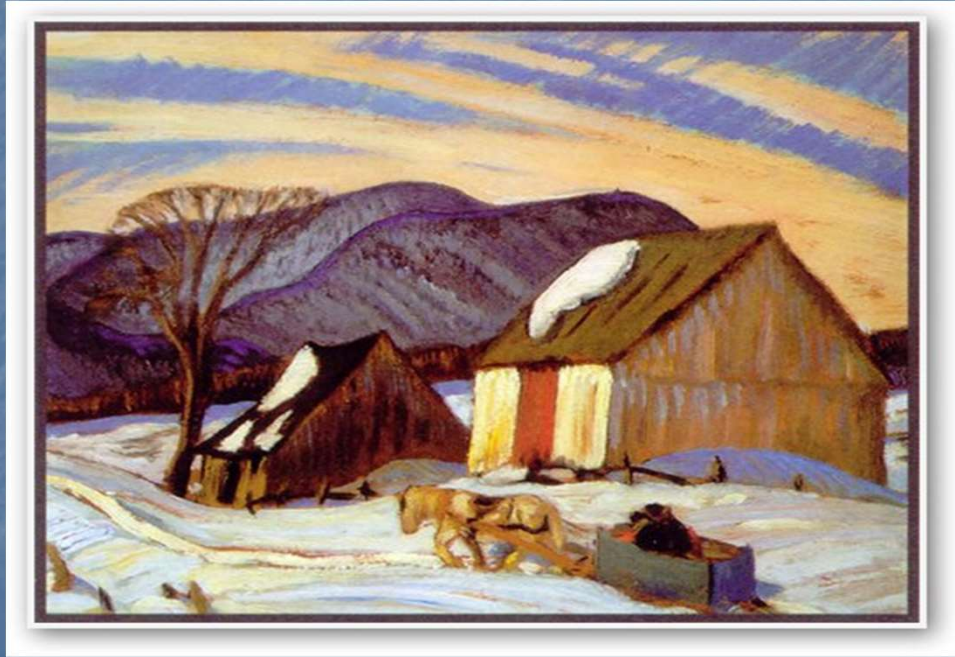
#1 – Concept Development

*concept development
hand-in-hand
with assessing
financial feasibility
for planning your
capital project
and
operations*



The Group of Seven
Franklin Carmichael

#2 – Create Phases for your Tribal tourism project



The Group of Seven
A.Y. Jackson

- I - Initial Planning
- II - Feasibility Study & Business Plan
- III - Developmental Project
- IV - Construction and Final Operational Planning
- V - Initial Launch
- VI - Programming Expansion

Vision

Dream

Initial Vision

Community Resources,
Values and Guidelines

Concept



Plans

Concept Development

Strategic Planning

Feasibility Study

Business Plan



Reality

Securing Project Financing

Construction

Business Launch

Program Implementation

Performance Monitoring

#3 – Tell your Story



The Group of Seven
A.J. Casson

*excite your
audience*

*draw your
partners in
step by step*

- Within your Concept Paper, Feasibility Study and Plans, ...
 - **Establish Credibility**
 - Your Own Track Record
 - Your Team Track Record (project development consultant, architect, engineer, ...)
 - **Write the Plan and 'Work the Plan'**
 - Strategic Business Plan, Development Plan, ...
 - **Story telling**
 - Understand, engage & excite your audience
 - Demonstrate viability, value, impact

#4 – Industry Norms

Ecotourism norms example:

The Business of Ecolodges - A Survey of Ecolodge Economics and Finance, 2001

Edward G. Sanders & Elizabeth Halpenny



The Group of Seven - Frank Johnston

#5 – Imagery and Visuals

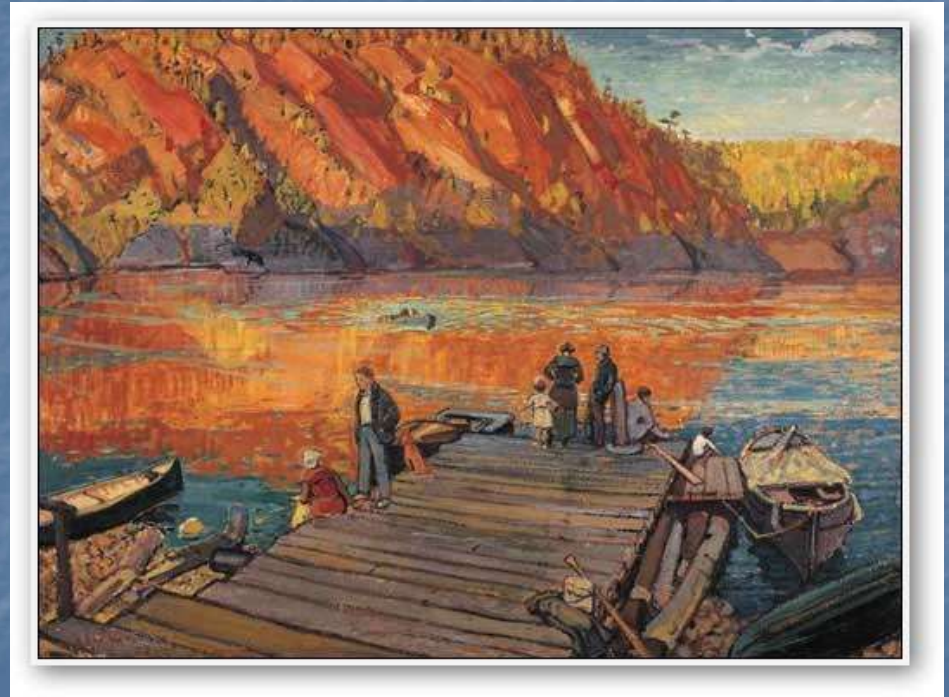
**tap into
the power
of drawings
and
images**



The Group of Seven
Lawren Harris

#6 – Curve Balls & Dead Ends

- anticipate!
- plan 'B' ready
- clear the road blocks
- Independent Review tactic



The Group of Seven
Arthur Lismer

#7 – Steady Follow-up



The Group of Seven
J.E.H. MacDonald

polite persistence

*understanding
& patience*

*don't panic -
questions are good!*

*rapid and thorough
follow-up*

Partner with a Park?

- Canada Parks
 - Torngat Mountains National Park with Labrador Inuit communities
- Two New Park Partnerships
 - Ukkusiksalik National Park (Canada Parks working with Kivalliq Nunavut Inuit)
 - Beausoleil First Nation with Ontario Parks

Beausoleil First Nation operating Ontario Springwater Park



PART THREE: Akwesasne Tourism

One Community – One Plan

- In 2015, Akwesasne recruited Rick and Pauline to assist with tourism development planning and pursuing funding
- Together we then developed our **Akwesasne Tourism Strategic Action Plan (ATSAP)** to enhance and develop Akwesasne's economic opportunities and promote cultural tourism as **one community**.

ATSAP

VISION: *We are a proud community sharing world-class tourism experiences that celebrate our environment, heritage and language*

MISSION: *We develop sustainable tourism through mutually beneficial partnerships*

THE FOUR GUIDING PRINCIPLES:

1. *Akwesasne tourism respects, protects and preserves our natural environment for seven generations*
2. *We work with Akwesasro:non on tourism development that strengthens our quality of life, language, culture and heritage*
3. *As tourism hosts, we continually improve the guest experience*
4. *We work together effectively and respect individual endeavors*

**Goal 1:
Organize**

Organize,
Resource and
Manage

Goal 2: People

Engage our
Akwesasne
Community,
Language and
Culture

Goal 3: Places

Develop major
tourism draws

Akwesasne Tourism Funding Secured Since ATSAP (March 2016)

SRMT (working with Rick and Pauline) applied for two major grants

1. **\$2M grant approved** September 2016 - from ANA SEEDS over five years to assist in developing Cultural Tourism and Job Creation in Akwesasne (with three full time staff).
2. **\$135K grant approved** June 2017 – from DOC EDA LTAP for marketing and branding planning plus web development for Experience Akwesasne

MCA (with assistance from Rick and Pauline) applied for two grants

3. **\$175K grant** approved so far for Thompson Island Cultural Camp
4. **\$415K grant** approved so far for A'nowara'ko:wa Arena Improvements

Akwesasne tourism funding secured – over \$2.7M to date

Akwesasne Tourism
– Challenges Ahead

Major Heritage Centre – planning & funding

Need break through on Marketing & Branding!

Contact info

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MacLeod Farley & Associates

Niá:wen!