





Welcome
Session C4- Tourism Planning:
Tourism & Economic Development Planning
- Case Studies
Thursday, September 20, 2018
10:45am – 12:15pm



To receive a Certificate of Completion, please provide information requested in the session sign-in sheet for each session attended

Integrated Planning, Development and Funding for your Tribal Tourism Project

20th Annual American Indian Tourism Conference September 18-20, 2018



Acknowledgement ...

The late Christopher Thompson

Former Director - Economic Development Saint Regis Mohawk Tribe, Akwesasne

Former AIANTA board member

Speaker Backgrounder ...

Rick MacLeod Farley (Rick and Pauline)

MacLeod Farley & Associates (www.macfar.ca)

Indigenous and Tribal Tourism

(Cultural, Ecotourism, Adventure)

Community Economic Development

Hired by Indigenous communities since 1994 across Canada - (from Labrador to James Bay, & Nunavut to the Yukon!)

Hired by Tribal communities since 2015 (Akwesasne & Alaska)

Hired by Akwesasne from 2015 through early 2018

Financing Track Record

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

95% approval rate on funding applications for clients

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

Two Part Presentation

Part 1: Tools and Tactics

integrated planning, development and funding for your tribal tourism project



followed by

Part 2: Akwesasne Tourism Initiative

Seeking funding 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

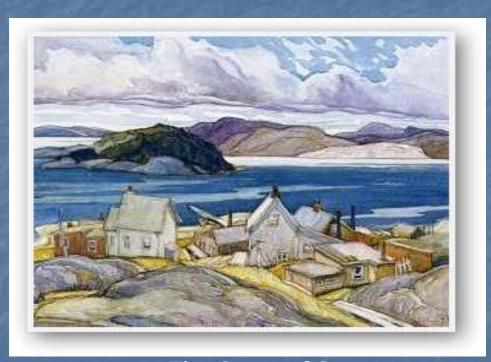
- Communicate carefully & strategically
- Always reinforce credibility

The Group of Seven

→ 7 proven tactics to secure your funding

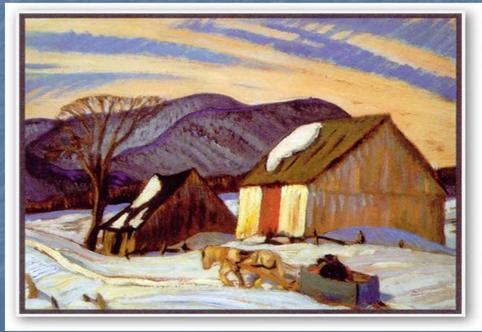
#1 – Concept Development

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

Reality

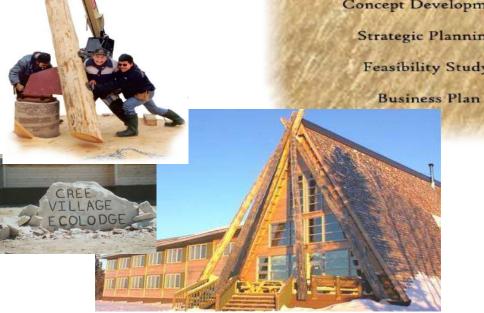
Securing Project Financing

Construction

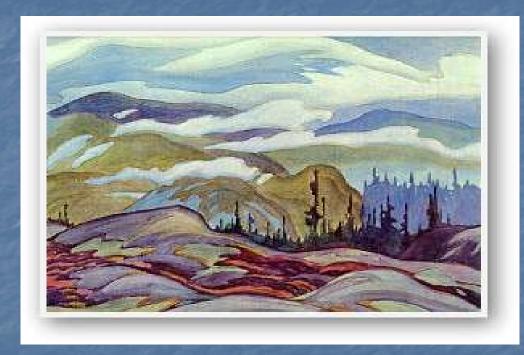
Business Launch

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



Scammon Bay, Alaska



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

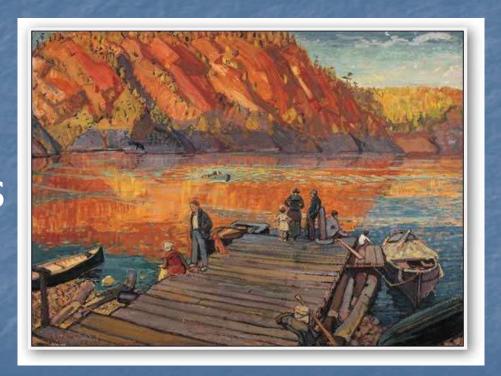
images



The Group of Seven Lawren Harris

#6 - Curve Balls & Dead Ends

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



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 18

Inspiration - Tribal Parks

- Torngat Mountains National Park (Canada Parks partnering with Labrador Inuit communities)
- Ukkusiksalik National Park (Canada Parks partners with 5 Kivalliq Nunavut Inuit communities)
- Springwater Provincial Park (Beausoleil First Nation with Ontario Parks)
- Cape Croker Park (owned & operated by Chippewas of Nawash Unceded First Nation)

Beausoleil First Nation operating Ontario Springwater Park







Part 2: Akwesasne Tourism Initiative



Akwesasne – One Community

- Tourism efforts building upon decades of cultural development, language revival and planning work
 - Sharing the Spirit (2008)
 - Comprehensive Community Development Plan (2009) SRMT
 - We are Working Toward Better Things to Come (2011)
 - Akwesasne Cultural Tourism Plan (2014)
 - Comprehensive Community Plan (2016) MCA
- Since 2014, Akwesasne Tourism Working Group working together as one community to develop cultural tourism

Akwesasne Tourism Working Group

... brings together Mohawk professionals from various Akwesasne governments and organizations:

- SRMT Saint Regis Mohawk Tribe Southern Portion (New York state)
- MCA Mohawk Council of Akwesasne Northern Portion (Ontario and Quebec)
- Mohawk Nation Council of Chiefs Traditional Council (community wide)
- Native North American Traveling College
- Akwesasne Area Management Board
- Akwesasne Chamber of Commerce
- Akwesasne Cultural Center
- Akwesasne Mohawk Casino















Akwesasne Tourism Strategic Action Plan (ATSAP)

In late 2015, Akwesasne recruited our firm (MacLeod Farley & Associates) to assist with tourism planning and funding

Working closely together with ATWG, SRMT and MCA, we jointly developed the Akwesasne Tourism Strategic Action Plan (ATSAP) to enhance and develop Akwesasne's economic opportunities and promote cultural tourism as one community.

ATSAP - March 2016+

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

ATSAP

THE FOUR GUIDING PRINCIPLES:

- I. 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

Funding Secured for Akwesasne Tourism Since ATSAP (March 2016)

SRMT (assisted by Rick and Pauline) applied for two major grants

- **1. ANA SEEDS \$2M grant approved** Sept 2016 over 5 years to help develop Cultural Tourism and Job Creation (three full time staff +).
- **2. DOC EDA LTAP \$135K grant approved** June 2017 from for marketing and branding planning plus web development for Akwesasne Cultural Tourism

MCA (assisted by Rick and Pauline) applied for two grants

- 3. \$320 in grants for Thompson Island Cultural Camp
- 4. \$760 in grants for A'nowara'ko:wa Arena Improvements

Akwesasne tourism funding secured = over \$3.2M to date

SRMT Akwesasne Tourism Team

- Gail McDonald (Heritage Complex Developer)
- Penny Peters (Tourism Industry Development Manager)
- LaToya Rourke (Tourism Business Incubator Manager)
- Raeann Adams (Project Director & Community Planner)

Directed by:

• James Lazore

(Director, Office of Economic Development)



Akwesasne Tourism Current Focus

- End of Year Two of Five year ANA SEEDS support
- "One Community" continued community engagement
- Nine parallel development streams, including:
 - Heritage Centre land acquisition, planning, funding
 - Business Incubator over 40 entrepreneurs
 - Creating DMMO legal structure, business planning
 - Product Development and Partnerships

AKMESASME

SHARING THE MOHAWK SPIRIT

Integrated Planning, Development and Funding for Akwesasne Tourism

- Building on work of past leaders and traditional council
- Create the Plan vision, goals, phases, actions
- Work the Plan
- Community engagement EXPERTS!
- Deal with the unexpected
- Work in Progress!

Contact info

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MacLeod Farley & Associates

Niá:wen!