1. Call to Order – Brian Cole

Brian Cole called the meeting to order at 3:08 PM MST.

2. Self-introductions

The table at right lists the attendees of the meeting.

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
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</thead>
<tbody>
<tr>
<td>Cole, Brian</td>
<td>Building Communities</td>
</tr>
<tr>
<td>Begay, Eve</td>
<td>Moenkopi Developers Corporation</td>
</tr>
<tr>
<td>Davidson, Lahoma</td>
<td>Building Communities</td>
</tr>
<tr>
<td>Surveyor, James</td>
<td>Moenkopi Developers Corporation</td>
</tr>
<tr>
<td>Taylor, Wayne</td>
<td>Hopi Tribe</td>
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<tr>
<td>Melvin, Dawn</td>
<td>Arizona Office of Tourism</td>
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<tr>
<td>Gashwazra, Andrew</td>
<td>Hopi Tribe</td>
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<tr>
<td>Lomahaffewa, Gloria</td>
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<tr>
<td>Howe, Chuck</td>
<td>C2 Environmental</td>
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<tr>
<td>Laban, Romalita</td>
<td>Hopi Tutuveni</td>
</tr>
<tr>
<td>Navakuku, Berni</td>
<td>Hopi Tribe</td>
</tr>
<tr>
<td>Masayesva, Marilyn</td>
<td></td>
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</tbody>
</table>

3. Creating and New Hopi Tourism Organizational Structure

The purpose of this agenda item was to hold a brainstorming session by all attendees on their perspectives related to the establishment, operations and sustainability of an office dedicated to promoting Hopi tourism and development.

Brian Cole initiated the discussion by summarizing what he has heard from the group in the past. Cole stated that this topic had been discussed at virtually every Tourism Cohort meeting since July 2019, and the consensus is very clear: such an organization should be established and operated outside of the confines of Hopi Tribal government.

Cole continued that from his perspective four existing organizations come to mind when he thinks of “Hopi Tourism Organizations:” 1) the Moenkopi Developers Corporation, 2) the Hopi Cultural Center/Hopi Tribe Economic Development Corporation, 3) Walpi Village, and 4) First Mesa Consolidated Villages (in concert with Walpi Village). Cole then opened it up for discussion.

James Surveyor indicated that he agreed with how Brian Cole framed the discussion, and would add that there is another “group” related to tourism organizations and that would be all of the artisans/vendors/food purveyors/etc. throughout Hopi.

Surveyor continued that he believed the establishment of a non-profit tourism organization is the first next step for the Hopi Tourism Cohort. He advised that the organization be put in place prior to further expenditure from the Hopi Tourism Travel and Training Fund (HTTTF).

Wayne Taylor stated that he was impressed with the Hopi Tourism Strategic Plan, and thought that it was a very good start to the Hopi Tourism Cohort. Taylor summarized previous attempts to establish a tourism office, none of which proved to be sustainable. Taylor concluded that there was not adequate support under the tribal umbrella for the tourism organization and
support the discussion around establishing a non-profit organization. Taylor also stated that some sort of Hopi Chamber of Commerce might also be in the mix.

Gloria Lomahaftewa stated that in addition to a 501(c)(3) corporation, the group may also want to examine a 7871 structure.

Romalita Laban expressed support for establishing the non-profit. Laban indicated that she thought that a 7871 organization might have too many limitations to be effective.

Brian Cole then asked Dawn Melvin if she was aware of any Arizona Tribes that might have a non-profit tourism organization of this nature. Melvin stated that, in general, she was unaware of something very similar to what is being discussed. Melvin did note that there are Tribal tourism offices as well as museums and enterprises. She also indicated that there are Tribal cultural organizations throughout Arizona.

Brian Cole recommended that the group hold a special work session related to the mission, vision, bylaws, officers, name and sustainability of such a non-profit. (Later in the meeting, a special meeting was scheduled for 3 PM MST on Thursday, February 25 for this purpose).

4. Planning for a Virtual Hopi Tourism Training Event
Brian Cole framed the discussion by reminding all participants that the Hopi Tourism Cohort has discussed the utilization of the HTTTF funds to support coordinating a virtual tourism training event sometime in the spring of 2021. Cole then summarized a one-page summary of the primary thoughts related to that event (attached as Attachment A).

Romalita Laban stated that she agreed with the summary of the previous discussions about the event and suggested that the group put something on the calendar for this spring.

Marilyn Masayesva agreed that this should be done, as she thought that it would help to generate more interest in tourism throughout Hopi.

Dawn Melvin cautioned that virtually half of the attendees of this particular meeting were on the phone rather than Zoom, underscoring the challenge of accessing a video-based platform for training. She questioned whether or not such an event could be accessed by much of Hopi. She suggested that perhaps as an alternate format, the group could consider a series of 45-60 minute webinars. The webinars could be tailored to specific audiences and purposes.

Brian Cole noted that as the meeting needed to conclude within the next 15 minutes, he suggested we table the discussion at least momentarily and discuss Hopi tourism facilities planning.

5. Hopi Tourism Facilities Planning
Brian Cole introduced Chuck Howe of C2 Environmental related to his role in assisting to identify locations and processes to facilitate the development of tourism-related facilities on Hopi.

Chuck Howe introduced himself and his company, and noted that he has been on Hopi for a considerable period of time in late 2020 helping to invest CARES Act funding for facility development at Tawa’ovi. Howe indicated that due to the work over the past several months,
he is familiar with some of the opportunities and limitations related to land and infrastructure as well as the local/social/clan implications for land development. Howe stated that solutions for the lack of power infrastructure are relatively less imposing due to the ability for distributed solar power. Water and sewer infrastructure, on the other hand, prove to be a long-term problematic challenge.

Brian Cole asked Gloria Lomahaftewa about her experience in finding a location for the Hopi museum. Gloria Lomahaftewa indicated that she had been working on a project through the Hopi Tribe to find a location for a new Hopi museum. Lomahaftewa indicated that her taskforce had focused upon four potential locations: Hollow Mesa/Tuba City, Antelope Mesa, Tawa’ovi, and Second Mesa adjacent to the Cultural Center and Old Guild building.

Lomahaftewa continued that ultimately three sites were approved with the top selection being the location adjacent to the Cultural Center at Second Mesa.

Once the group was focused upon the Second Mesa location, a lengthy discussion took place with area residents, especially Shungopavi Village. Discussions around interests of various clans caused the process to be delayed. Ultimately, permission was granted for the site but investments in sewer and water infrastructure must be made.

Cole asked Lomahaftewa about the documentation on the process. Lomahaftewa did indicate that the information was available to this group. Cole suggested that Lomahaftewa coordinate with Howe to collect that information.

Lomahaftewa concluded her comments by indicating that the group working toward the museum has an established 501(c)(3) non-profit corporation with a board of directors.

6. Other Business—Plan PowerPoint
Brian Cole indicated that he had presented the Hopi Tourism Strategic Plan at the previous meeting. Since then, he has put that presentation in PowerPoint format. That presentation is shown as Attachment B.

Cole indicated that he would distribute that PowerPoint presentation to the group.

7. Next Meeting
In addition to the next regularly scheduled meeting on Thursday, March 11, 2021, the group agreed to hold a special meeting on Thursday, February 25 at 3 PM to focus once again upon the Hopi Tourism Organization. Cole indicated he would get an agenda, notice, and Zoom link out to the group.

Wayne Taylor asked about further discussions to set a date for the spring training event. Cole responded that he would tack that topic on the back end of the February 25 agenda.
Building Communities is inviting you to a scheduled Zoom meeting.

Topic: Hopi Tourism Cohort Organizational Structure Discussion  
Time: Feb 25, 2021 03:00 AM Arizona  
Join Zoom Meeting  
https://us02web.zoom.us/j/81842613405?pwd=SWFkQjNmMFRCdlhZVZhOGFienZ2UT09  
Meeting ID: 818 4261 3405  
Passcode: 168040  
**If by Phone Only: (346) 248-7799**

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Building Communities is inviting you to a scheduled Zoom meeting.

Topic: Hopi Tourism Strategic Plan  
Time: Mar 11, 2021 03:00 PM Arizona  
Join Zoom Meeting  
https://us02web.zoom.us/j/82782287690?pwd=R211aDFZWG55TmxtTmxqZ2pKUk9rdz09  
Meeting ID: 827 8228 7690  
Passcode: 498636  
**If by Phone Only: (346) 248-7799**

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8. **Adjourn**  
The meeting was adjourned at 4:20 PM MST.
Background
As a part of the Hopi Tourism Strategic Planning Project funded by the US Economic Development Administration (EDA), funding has been set aside for the Hopi Tourism Travel and Training Fund (HTTTF). The purpose of the HTTTF is to provide training and education experiences to Hopi community members that are interested in the future of the tourism industry. Of the $10,000 set aside for this purpose, $6,880 remains available for use.

Subsequent to the establishment of the HTTTF, the pandemic has impacted Hopi Tribal operations and the ability to benefit from this particular fund as originally envisioned. In lieu of utilizing the fund to send Hopi people to tourism training events, it is now more advisable to coordinate “virtual” training events targeted to benefit Hopi tourism advocates.

“Broad Strokes” in Thinking About a Hopi Tourism Virtual Training Event
The outline below offers some initial ideas on the goals, logistics and outcomes of such an event:

- Scheduling/Timing
  - Enough time to plan and organize the event
  - Probably March or April 2021
    - One day (three-six hours)
  - Mostly accessible by phone and computer
    - Possible “activity headquarters” at Moenkopi Legacy Inn and Suites (Depending upon restrictions related to the pandemic).

- Purpose
  - To offer a “reset” in terms of how Hopi can offer tourism in a post-pandemic world
  - Focus upon the five deliverables of the new “Implementing the Tourism Strategic Plan” grant received by Moenkopi Developers Corporation (MDC) and implemented by Building Communities
    - Development and Maintenance of Hopi Tourism Website
    - Creating a Hopi Tourism Organizational Structure
    - Networking with State and National Tourism Associations
    - Organizing and Promoting Hopi Tour Operators
    - Locating Sites and Describing Development Requirements for Essential Tourism Facility Development (Visitor Center/Welcome Center, Restroom Facilities, Parking/Rest Areas, Garbage/Waste Receptacles)
  - Possible breakout sessions to focus on specific activities
  - Other

- Invited Presenters
  - “Speakers Bureau” coordinated by Arizona Office of Tourism (AOT)
  - “Speakers Bureau” by American Indian Alaska Native Tourism Association (AIANTA)
  - Some of the Hopi Tourism Cohort members
Table of Contents

2020 Hopi Tourism Strategic Plan

Acknowledgements 18
Hopi Tourism Strategic Plan 18
Purpose of Plan 4
Scope of Plan and Planning Limitations 5
Geographic Scope of Plan 5
Impact of the Pandemic on Tourism Planning 5
SWOT Analysis 6
Identifying Hopi Tourism Priorities 11
Tourism Policy Statements 14
Receipt of Federal Grant to Implement a Portion of the Plan 15
Hopi Tourism Travel and Training Fund 16

Appendices

Appendix A: Hopi Tourism Cohort 18
Appendix II: Hopi Village Information 21
Appendix C: Review of Prior Relevant Tourism Studies 23
Appendix D: Presentations 31
Appendix E: Tourism Plan Meeting Agendas and Meeting Notes 68
Appendix F: Hopi Tourism Travel and Training Fund Policy 107
Appendix G: Implementing the Hopi Tourism Strategic Plan 109
Appendix H: Project Schedule and Budget 111

Acknowledgements

Funding to accomplish this work was provided by the US Department of Commerce Economic Development Administration (EDA).
Requirements of Tourism Strategic Plan

- a. Develop a Tourism Cohort
- b. Identify and Discuss Tourism Priorities
- c. Develop Recommendations
- d. Village Consultation and Local Policy Statements

Impact of the Pandemic on Tourism Planning

Beginning in early March 2020, the COVID-19 pandemic had a significant impact on the functioning of the Hopi Tribe. Most of the government offices were closed with a Tribal shutdown, and "work from home" was limited, if not impossible, due to a variety of factors including limited telecommunications interconnectivity.

SWOT Analysis

Key:

XX Points

This is the score on a scale of 0-100, with 100 being Total Comparative Advantage.
A = Strong Comparative Advantage
B = Moderate Comparative Advantage
C = No Advantage or Disadvantage
D = Slight Comparative Disadvantage
E = Strong Comparative Disadvantage

SWOT Analysis 
Existing or Prospective Cultural Attraction

92 Points

SWOT Analysis 
Proximity to Nationally Recognised Attractions

88 Points

SWOT Analysis 
Local, Available, Low-Skill Labor Pool

65 Points
SWOT Analysis
Local Recreational and Visitor Attractions
59

SWOT Analysis
Strong Community Support
56

SWOT Analysis
Cultural Development and Advocacy Organization
49

SWOT Analysis
Community Acceptance of the Visitor Industry
42

SWOT Analysis
Local, Available, High-skill Labor Pool
42

SWOT Analysis
Relative Sophistication in Coordinating and Marketing Local Events
31
Identifying Top Tourism Priorities

- Improvement/creation of one or more Progi-oriented websites
- Determination of the relative support for tourism and events on a VHook-by-VHook basis
- Development of a Visitor Center/Welcome Center
- Increased networking with entities such as JAARPS, Arizona Office of Tourism, Heard Museum, etc.
- Development of network of restroom facilities
- Provision of potable water at restrooms areas
- Creating an organizational structure that separates tourism development and promotion from other functions
- Development of parking/road areas
- Improvement of cellular and Wi-Fi infrastructure
Tourism Policy Statements

#1: Focus Tourism Activities and Promotions that Preserve and Reinforce Hopi Customs and Values
#2: Separate Tourism Development and Advocacy from Hopi Government and Politics
#3: Respect Tourism Development as a Viable Approach to Economic Diversification
#4: Network Locally, Statewide and Nationally with Tourism Advocacy Organizations
#5: Develop, Operate and Promote Nine Visitor Destinations at Hopi
#6: Seek Cooperative Efforts for Tourism Marketing and Promotion
#7: Develop Win/Win Tourism Partnerships and Relationships with Navajo

MDC Grant

- Development and Maintenance of Hopi Tourism Website
- Creating a Hopi Tourism Organizational Structure
- Networking with State and National Tourism Associations
- Organizing and Promoting Hopi Tour Operators
- Locating Sites and Describing Development Requirements for Essential Tourism Facility Development (Visitor Center/Welcome Center, Restrooms, Parking/Rest Areas, Garbage/Waste Receptacles)

Hopi Tourism Travel and Training Fund

One of the top objectives of the Tourism Strategic Plan project is to expose Hopi tourism advocates to best practices and current tourism research. For this reason, the Tourism Cohort is managing an allocation of funding referred to as the Hopi Tourism Travel and Training Fund (HTTF).

For More Information Contact Brian Cole at: bcole@buildingcommunities.us