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## 2020 Hopi Tourism Strategic Plan

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Photo Credit: Northern Arizona University (NAU) Cline Library Walpai Hopi Indian Village, Arizona
Acknowledgements

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Purpose of Plan

In the summer of 2019, the Hopi Office of Community Planning Economic Development and Land Information Systems (OCPEDLIS) engaged the services of Building Communities to facilitate a process that would lead to producing the Hopi Tourism Strategic Plan.

In defining the work to be accomplished by Building Communities, OCPEDLIS outlined a series of tasks as shown in the table.

The first step taken by Building Communities was to assemble a Tourism Cohort. The Cohort was to be comprised of representatives from many of the Villages. In addition, it was expected that the Cohort would represent a broad group of individuals with knowledge of—and/or engagement in—the tourism industry. A listing of the Cohort members is provided in Appendix A.

One overarching factor was apparent from the onset of the tourism planning project: the desires and expectations of Hopi people with respect to the advancement of the tourism industry vary dramatically. That is, some Villages actively seek to benefit from tourism activity while other Villages view such activity as negative and inconsistent with local customs and values. As such, Building Communities took a very cautionary and deliberate approach to advancing the project.

The Tourism Cohort grew in membership from its onset in the summer of 2019 up until the impact of the COVID-19 pandemic. The last regularly scheduled monthly meeting of the Tourism Cohort took place in February 2020. The Tourism Cohort meeting agendas and meeting notes are contained in Appendix D.
Scope of Plans and Planning Limitations

Although the intention of the Hopi Office of Community Planning Economic Development and Land Information Services (OCPEDLIS) and Building Communities was to complete a Tourism Strategic Plan that would lead to a demonstrable positive impact from tourism for the Hopi people, the pandemic had the impact of truncating the planning meetings, and, ultimately, the potential content in this strategic planning document.

While this document does meet all of the objectives established at the onset of the project in the summer of 2019, Building Communities hopes that the planning effort to date can be extended so that benefits from this effort will extend well beyond the planning project timeline (June 2019 – December 2020).

As noted in this document, this will likely happen due to a follow-on grant awarded by USDA Rural Development through their 2020 Rural Business Development Grant (RBDG) program. Priority activities and projects identified in this document will “live on” through the Implementing the Hopi Tourism Strategic Plan grant award currently being implemented by the Moenkopi Developers Corporation with the assistance of Building Communities.

Geographic Scope of Plan

This plan is intended to benefit the Hopi Tribe and the people of all 12 of the Hopi Villages. The Hopi Villages, located on three Mesas, are shown in the table.

The best source of Village-specific information is through the Village Community Service Administrators (CSAs). Information on the Villages can be found in Appendix B.

Impact of the Pandemic on Tourism Planning

The original schedule for the completion of the Tourism Strategic Plan was for it to be complete by June 2020. It was assumed that this would be a 12-month planning project and the Tourism Cohort agendas and activities were planned accordingly.

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

In the place of a traditional Strengths/Weaknesses/Opportunities/Threats analysis, Building Communities offers the Key Success Factor Analysis (KSFA). The KSFA is a strategy-specific analysis whereby planning participants can score Key Success Factors (KSFs) on a scale of ‘5’ = Significant Comparative Advantage to ‘1’ = Significant Comparative Disadvantage. Key Success Factors are conditions and/or abilities that a community must possess to successfully implement one or more of the economic/tourism development strategies.

In October 2019, members of the Tourism Cohort participated in the KSFA with respect to 14 Key Success Factors relevant for tourism at Hopi.

<table>
<thead>
<tr>
<th>Key Points</th>
<th>This is the score on a scale of 0-100, with 100 being Total Comparative Advantage.</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>Strong Comparative Advantage</td>
</tr>
<tr>
<td>B</td>
<td>Moderate Comparative Advantage</td>
</tr>
<tr>
<td>C</td>
<td>No Advantage or Disadvantage</td>
</tr>
<tr>
<td>D</td>
<td>Slight Comparative Disadvantage</td>
</tr>
<tr>
<td>E</td>
<td>Strong Comparative Disadvantage</td>
</tr>
</tbody>
</table>

Existing or Prospective Cultural Attraction

In general, the Tourism Cohort believes that Hopi has a nationally or regionally recognized cultural attraction nearby or has the basis for developing such an attraction. Walpi, for example, is one of the most recognizable and sought-after destinations in the desert southwest. The Hopi culture, history and lifestyle is of international intrigue.

Proximity to Nationally Recognized Attractions

Most of the members of the Tourism Cohort recognize that Hopi does have proximity to a nationally recognized tourist attraction such as a national park. Proximity to the Grand Canyon National Park and Canyon de Chelly National Monument position Hopi for destination travel.
Local, Available, Low-skill Labor Pool
Although views vary amongst Tourism Cohort members, there is generally a positive view that Hopi offers a sufficient pool of adequately motivated, low-skill labor workers to meet the needs of existing and perspective tourism businesses.

Local Recreational and Visitor Attractions
Although the responses were somewhat split, in general the Tourism Cohort does believe that Hopi offers local and/or regional attractions within 50 miles of the reservation that can draw tourists for multi-day stays. Although the Villages have varying policies with respect to promoting celebrations and dances, it is generally recognized that there are many events that can draw visitors from throughout the region.

Strong Community Support
In contrast to the views of the Tribal Council, the Tourism Cohort does believe that the general Hopi public is moderately interested in community and economic development activities.
Cultural Development and Advocacy Organization
There is no clear consensus amongst the Tourism Cohort members as to the existence of an effective, locally-based organization dedicated to the development, operation and promotion of a cultural attraction. The three leading organizations, Moenkopi Developers Corporation (MDC), the Hopi Tribe Economic Development Corporation (HTEDC), and First Mesa Consolidated Villages (FMCV) each lend organizational support for tourism activities. By contrast, the Hopi Tribe does not have an Office of Tourism, although there is general consensus that if it did have such an office it would reside within the Hopi Office of Community Planning and Economic Development (HOCPED).

Community Acceptance of the Visitor Industry
“Acceptance of tourism activities” varies depending upon the perspective of individual Villages. While certain Villages, most notably FMCV, are organized to accept and promote tourism activities, other Villages are more closed to travelers that may want to visit and better understand local history and culture.

Local, Available, High-skill Labor Pool
There is a lack of consensus from the Tourism Cohort with respect to the availability of high-skilled labor workers at Hopi.
Relative Sophistication in Coordinating and Marketing Local Events
In general, the Tourism Cohort believes that Hopi lags other Tribes and visitor destinations in its utilization of sophisticated and consistent marketing and public relations approaches to benefit local attractions and events.

Sufficient Marketing, Promotion, or Public Relations Budget
Almost unanimously, the Tourism Cohort members recognize that Hopi does not have sufficient financial resources to promote its tourism assets.

Sophisticated Tourism Development and Promotion
It is generally agreed that Hopi does not have an effective, dedicated program for large-scale tourism development and promotion with long-standing results.
Local Government Support
The Tourism Cohort believes that the Hopi Tribal Council does not have a positive view of—and active engagement policy related to—local community and economic development activities.

Proximity to Scheduled Air Service
With the nearest scheduled air service based out of Flagstaff (over 90 minutes from Kykotsmovi), proximity to air service is generally considered a comparative disadvantage for Hopi.

Adequate Housing for Labor Force
The Tourism Cohort is unanimous in its view that Hopi does not offer available, low- and moderate-priced housing for service-related jobs.
Identifying Top Tourism Priorities

Building Communities developed an audience-polling based PowerPoint and presented the presentation to the Tourism Cohort in November 2019. In developing the presentation, the discussions and findings from previous Tourism Cohort meetings were reviewed, and a total of 29 tourism-related options and activities were presented. Each of the Tourism Cohort members were asked to use their “clickers” (audience polling technology) to identify their “Top 5” priorities. In addition, Tourism Cohort members were asked whether the tourism activities should be implemented as a result of this tourism plan, simply “written about” in the plan, or “ignored.” The “ignored” topics simply would not be referenced in the plan.

The table below provides the results of the Tourism Cohort polling. The results are categorized as “Top Tier of Priorities,” “Second Tier of Priorities,” and “Bottom Tier of Priorities.” A fuller description of how these “tiers” were calculated is presented in Appendix E.

<table>
<thead>
<tr>
<th>Plan Objective/Outcome</th>
<th>Top Tier of Priorities</th>
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<tbody>
<tr>
<td>Improvement/creation of one or more Hopi-oriented websites</td>
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<tr>
<td>Determination of the relative support for tourism and events on a Village-by-Village basis</td>
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<tr>
<td>Development of a Visitor Center/Welcome Center</td>
<td></td>
</tr>
<tr>
<td>Increased networking with entities such as AIANTA, Arizona Office of Tourism, Heard Museum, etc.</td>
<td></td>
</tr>
<tr>
<td>Development of network of restroom facilities</td>
<td></td>
</tr>
<tr>
<td>Provision of potable water at restroom areas</td>
<td></td>
</tr>
<tr>
<td>Creating an organizational structure that separates tourism development and promotion from Hopi politics</td>
<td></td>
</tr>
<tr>
<td>Development of parking/rest areas</td>
<td></td>
</tr>
<tr>
<td>Improvement of cellular and Wi-Fi infrastructure</td>
<td></td>
</tr>
<tr>
<td>Second Tier of Priorities</td>
<td></td>
</tr>
<tr>
<td>Development of Hopi tourism policy</td>
<td></td>
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<tr>
<td>Increased number of garbage/waste receptacles</td>
<td></td>
</tr>
<tr>
<td>Organizing and Promoting Hopi Tour Operators</td>
<td></td>
</tr>
<tr>
<td>Creating a specific definition for “tourism” in the context of Hopi preferences</td>
<td></td>
</tr>
<tr>
<td>Tourism survey: asking what the visitors want to experience at Hopi</td>
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<tr>
<td>Development/promotion/preservation of the Blue Canyon area</td>
<td></td>
</tr>
<tr>
<td>Recapitalizing the Hopi Travel Tourism and Training Fund</td>
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</tr>
<tr>
<td>Creating and promoting an annual Hopi celebrations and events calendar</td>
<td></td>
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<tr>
<td>Tourism survey: asking what the Villages/people want</td>
<td></td>
</tr>
</tbody>
</table>
Promotion of a "united Hopi tourism product"
Supporting/expanding the Hopi Arts Trail

**Bottom Tier of Priorities**

- Tourism-oriented business planning/entrepreneurship training/classes
- Support for development of Hopi Museum Project
- Addressing the dumping of septic waste
- Hospitality and cultural-orientation training
- Development of one or more vendor villages
- Trademarking/copyrighting and patent work
- Reestablishing activities such as the Bacaivi Quilt Show
- Creating a sense of exclusivity/mystery (gating the Mesas, for example)
- Reestablishing the operations at the Arts and Crafts Guild Building

A brief description of each of the “Top Tier of Priorities” is presented in the table below.

<table>
<thead>
<tr>
<th>Description of Top Tier Priorities at Hopi</th>
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</thead>
<tbody>
<tr>
<td><strong>Top Priorities</strong></td>
</tr>
<tr>
<td>Improvement/creation of one or more Hopi-oriented websites</td>
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<td>Development of parking/rest areas</td>
</tr>
<tr>
<td>Improvement of cellular and Wi-Fi infrastructure</td>
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</tbody>
</table>
Tourism Policy Statements

One of the deliverables required of this Tourism Strategic Plan is the development of policy statements that will be designed to advance the tourism industry at Hopi while still respecting the culture and preferences of the Hopi people themselves. As noted earlier in this narrative, there is not a “one size fits all” approach or mentality to advance the tourism industry at Hopi. Views and preferences of Hopi people related to tourism vary from Village to Village (and within generations and levels of involvement in tourism). As such, these policy statements are reflective of such diversity of opinion.

Policy Statement #1: Focus Tourism Activities and Promotions that Preserve and Reinforce Hopi Customs and Values. One of the greatest attributes of the Hopi people is their preservation of Hopi customs, culture, ceremonies, education and language. The development of visitor destinations and the associated promotion of such destinations and activities must remain respectful with such customs and values.

Policy Statement #2: Separate Tourism Development and Advocacy from Hopi Government and Politics. Tourism development and promotion is a business. As such, such activities should be separated from government and politics. Establishment of a “Hopi Office of Tourism” should, for example, be established as a separate non-profit or other non-governmental structure. Such an organization would need to be staffed by non-government personnel.

Policy Statement #3: Respect Tourism Development as a Viable Approach to Economic Diversification. Especially in this time where Hopi is substantially impacted by the closure of coalmining activities and associated revenues and royalties, tourism development and promotion represents a viable approach/pursuit for job creation, and revenue replacement, and capturing spending on Hopi.

Policy Statement #4: Network Locally, Statewide and Nationally with Tourism Advocacy Organizations. Existing efforts to participate in local, state, and national tourism advocacy and networking should be maintained and expanded through involvement by the new organization.

Policy Statement #5: Develop, Operate and Promote New Visitor Destinations at Hopi. Currently, “visitor destinations” are limited at Hopi. While still respecting Hopi culture and custom, tourism facility development, operation and promotion should be advanced as a key form of economic development and diversification.

Policy Statement #6: Seek Cooperative Efforts for Tourism Marketing and Promotion. State associations/offices and other entities frequently collaborate to promote visitor attractions and destinations in a regional context. Hopi should establish and utilize long-term relationships for such collaboration.

Policy Statement #7: Develop Win/Win Tourism Partnerships and Relationships with Navajo. Visitors that are interested in Hopi history, custom and culture are naturally also intrigued by similar opportunities at the Navajo Nation. Especially given that the Hopi Reservation is surrounded by the Navajo Nation, opportunities to partner with public, private, and non-profit Navajo tourism entities should be pursued.
Receipt of Federal Grant to Implement a Portion of the Plan

During the February 2020 Tourism Cohort meeting, Building Communities introduced the possibility of securing a federal grant to implement some of the top-priority tourism activities as identified by the Tourism Cohort.

With unanimous support from the Cohort, Building Communities collaborated with the Moenkopi Developers Corporation to submit a successful grant application for $150,000 to implement immediate opportunities associated with the plan.

There are five primary purposes related to implementation of the new federal grant. The schedule to implement the grant is found in Appendix H.

Purpose #1: Development and Maintenance of Hopi Tourism Website – A website will be developed that promotes Hopi tourism opportunities.

Purpose #2: Creating a Hopi Tourism Organizational Structure – During the Hopi Tourism Strategic Planning process, the members of the Hopi Tourism Cohort have made it clear that they believe that a non-profit structure is necessary in order to have the effectiveness needed to advance the industry. This effort will examine various alternatives, including the expanded role of the Moenkopi Developers Corporation in playing a lead role with tourism development and advocacy. An expanded role for the Hopi Foundation or one or more of the Villages might also assist with tourism advocacy.

Purpose #3: Networking with State and National Tourism Associations – Over 2019, efforts have been made to increase the networking and connection of Hopi Tourism interests to state and federal tourism associations and organizations. This effort will be continued and expanded under this Tourism Strategic Planning Implementation Project. It should be noted that individuals will need to pay fees to be a part of the associations.

Purpose #4: Organizing and Promoting Hopi Tour Operators – Historically, a successful effort was made to identify all Hopi Tourism operators and artists and to produce a brochure promoting such services. This effort will be renewed and updated.

Purpose #5: Locating Sites and Describing Development Requirements for Essential Tourism Facility Development (Visitor Center/Welcome Center, Restroom Facilities, Parking/Rest Areas, Garbage/Waste Receptacles) – Locating land for development is exceptionally complex at Hopi, based upon both the federal government oversight of trust land and the differing interest and pursuits of Hopi clans. Despite this, the project will result in the identification and approval of a location for a facility that “welcomes” visitors to Hopi, this project will result in locating such a facility as well as much-needed restroom facilities and parking area. Note: the restroom and parking area may be sited in coordination with the effort to locate the best site for a visitor center/welcome center.

NOTE: The scope of the “Tourism Implementation Project” is also presented in Appendix F.
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 (HTTTF).

As detailed in Appendix E, the purpose of these funds include the reimbursement of travel and training expenses for pre-approved conferences and training events that better inform Hopi tourism advocates of opportunities to develop the industry for the Hopi people.
## APPENDICES

<table>
<thead>
<tr>
<th>Appendix Name</th>
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</tr>
<tr>
<td>Appendix H: Project Schedule and Budget</td>
<td>111</td>
</tr>
</tbody>
</table>
Appendix A: Hopi Tourism Cohort
## Hopi Tourism Cohort for Tourism Strategic Plan and Tourism Travel and Training Fund

<table>
<thead>
<tr>
<th>Organization</th>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
<th>Email</th>
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</thead>
<tbody>
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<tr>
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<td></td>
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<tr>
<td></td>
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## 2020 Hopi Tourism Strategic Plan

### People with Tourism Knowledge/Experience

<table>
<thead>
<tr>
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<th>Title/Location</th>
<th>Phone</th>
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<tr>
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<tr>
<td>Jennifer Joseph</td>
<td>Silkscreen Artist</td>
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### Arizona Office of Tourism

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### People with Tourism Knowledge/Experience

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### Hopi Office of Revenue Commission

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### Hopi Community Service Administrators

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Updated: November 2020
Appendix B: Hopi Village Information
## Hopi Village Information

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Appendix C: Review of Prior Relevant Tourism Studies
In response to the COVID-19 pandemic, the Arizona Office of Tourism (AOT) has developed a Tourism Strategic Recovery Plan to accelerate the recovery of travel and tourism throughout the state over the next 12-18 months. While AOT acknowledges the many challenges that lie ahead, far too much is at stake to stand idle and wait for an unknown future. Instead, AOT has made the stabilization and recovery of Arizona’s tourism economy its top priority.

The plan includes:

- **Methodology for Recovery Plan creation**
- **Vision statement for recovery**
- **Description of three likely pandemic/recession recovery scenarios**
  - V (Rapid)
  - U (Steady and Incremental)
  - L (Long Haul)
- **Decision criteria which serve as the basis for choosing certain actions to achieve recovery**
- **Recovery elements:**
  - Key priorities highlighting the most important things to accomplish
  - Strategic areas of focus within each key priority
  - Actions to take to accelerate the recovery
- **Windsocks (measures) that will provide information whether to stay the course, or pivot to a different recovery strategy**

Central to the Recovery Plan are the key priorities and strategic areas of focus. These identify the most important things to accomplish in terms of stabilization and recovery, and the areas to focus on to successfully address each priority.

The three key priorities and strategic areas of focus are:

1. **Accelerate leisure travel activity statewide**
   - Food & Beverage
   - Outdoor Recreation
   - Accommodations
   - Luxury Experiences

2. **Stabilize visitor volume in urban centers**
   - Resorts/Hotels
   - Attractions and Sports
   - Meetings, Conventions, and Business Travel

3. **Reinvigorate and strengthen tourism in rural and Tribal areas**
   - Traveler education with emphasis on stewardship principles
   - Balancing business and resident readiness
   - Outdoor Recreation
   - Partnerships with Tribal Communities
In 2017-2018 the City of Flagstaff commissioned the Arizona Hospitality Research and Resource Center (AHRRC) at Northern Arizona University to conduct a visitor survey to update information collected in the prior 2014 survey. Over the last four years, tourism to Flagstaff has grown steadily, occupancy rates in Flagstaff have increased and the nearby Grand Canyon National Park has seen over 6 million visitors in 2017. Flagstaff is well positioned for its role as a gateway to the Grand Canyon, Sedona and other parks and monuments in northern Arizona.

The 2017-2018 survey was conducted over a period of 12 months, from September 2017 through August 2018, and produced a total of 2,349 completed surveys. The typical portrait that emerges of the visitor to Flagstaff is of high-income travel parties who are repeat visitors; they are most likely from neighboring states or the Phoenix metro area. In addition to visiting the Grand Canyon, they most often experience Flagstaff’s outdoor recreation, visit world-class museums, and visit national and state parks.

Visitor Characteristics:

- Half of visitors were from out-of-state (57%), 30% were Arizona residents, and 13% were international visitors.
- Out-of-state visitors were led by California, Texas, Illinois, Wisconsin and Florida.
- Most Arizona residents were from Maricopa County (70%), especially Phoenix, Scottsdale, Gilbert and Mesa; about eight percent were from Pima County, mainly Tucson; the rest (22%) were spread throughout the state; in all, 93 communities were in the sample.
- Roughly one in 12 (13%) was an international visitor, led by those from Canada, the United Kingdom, and Australia. In all, 44 countries were captured in the sample.
- Almost half were repeat visitors (49%) who averaged 3.9 visits in the last year; a little over one-half were first-time visitors (51%).
- Average overnight length-of-stay in Flagstaff was 3.0 days.
- Over half (55%) of visitors traveled with family members; another 20% traveled in groups of family and friends.
- Average party size was three persons, with median of two persons; one-fourth of parties (28%) traveled with children under 18 years.
- The vast majority of visitors traveled by automobile, either private vehicles (57%) or rental cars (27%). Phoenix Sky Harbor International Airport (23%) and Phoenix (21%) followed by Las Vegas (15%) were the primary source of rental car origins for visitors to Flagstaff.
- By far, the top reason for the visit was leisure (72%), followed by passing through (13%).
• For half (50%) the visit to Flagstaff was the primary destination of their trip; for the remainder (50%) the visit was one stop on a longer trip. For the latter, the main destinations were Grand Canyon National Park, the Phoenix Metro area and Sedona.
• Lodging stays were dominated by hotels and motels – fully 79% of the sample.
• To gain greater insight into the most popular visitor activities, options were divided into two categories:
  o **Core attractions**: Grand Canyon National Park (68%), Route 66 nostalgia (34%), and Lowell Observatory (28%) were the core attractions for visitors.
  o **Supporting Resources**: dominated by Historic Downtown (44%), hiking or walking on trails (32%), and numerous other activities and attractions.
• In 2017-2018, an estimated $502.8 million in direct visitor spending produced a total economic impact of $749 million, including $321.7 million in labor income, $59 million in state and local taxes, and $65 million in federal taxes.

Visitor Satisfaction:
• Visitor satisfaction was very high – 9.1 out of a possible 10.

Demographics:
• Average visitor age was 47 years, slightly older than the 45 years of Arizona visitors generally in 2017.
• More males were represented in the sample (58%) than were females (42%).
• Average annual household income was quite high at $100,543, considerably higher than the 2017 average for Arizona visitors of $66,610.
This 2001 study was intended to be the foundation for a reservation-wide tourism program for the Hopi Tribe and its properties. The goal was to help Hopi address the twin long-range goals of self-determination and self-sufficiency. In addition to providing demographic and visitor expenditure information, the study made several recommendations including: 1) establish a centralized location for visitor information, 2) develop brochures, 3) establish a web presence, 4) develop signage policies, 5) increase and improve the overnight accommodations, 6) build on relations, 7) agree on a broadly based vision, 8) agree on the role of Tribal government, 9) initiate designation of Highway 26 as a historic and scenic route, 10) designate scenic and recreation areas, and 11) invest in off-reservation facilities.

- Introduction
- SECTION A: What Does Hopi Have to Offer Visitors?
- SECTION B: Who is Coming to the Hopi Reservation and Why?
- SECTION C: Who Are Potential Customers for Hopi Tourism Products?
- SECTION D: Internal Issues
- SECTION E: What Products are Needed to Give the Hopi Tourism Industry a Competitive Edge?
- BIBLIOGRAPHY
- APPENDICES
  - Appendix A: Hopi Tourism Inventory
  - Appendix B: 1992-1999 Arizona Overnight Leisure Travel
  - Appendix C: Hopi Resident Survey of Opinions on Tourism
  - Appendix D: Summary of Reports – Hopi Tourism Plenary Meetings
  - Appendix E: March 8-9, 2001 Survey
  - Appendix F: Tourism Policy
- CHARTS and GRAPHS
  - Arizona Regions (Maps)
  - Arizona Regions Share of 1999 Overnight Travel
  - 1999 Visitor Expenditures Overnight Travel
  - Changing Trends
  - Time Added to Trips Due to Cultural Opportunities
A survey of visitors to Native American tribal lands in Arizona was commissioned by the Arizona Office of Tourism and conducted by NAU’s Arizona Hospitality Research & Resource Center in 2004-2005. This research constituted the first major study of visitors to American Indian tribes in Arizona and possibly in the Southwest. The Hopi Tribe was one of the tribes that participated in this survey project. This final report, Survey of Visitors to the Hopi Tribe, provides current baseline visitor data for this Arizona tribe. The study found that visitors to the Hopi Tribe are slightly older and have higher daily expenditures than Arizona visitors generally. Visitors to Hopi lands are also more interested in cultural and historic activities, shopping for arts and crafts, educational experiences and sightseeing than are visitors overall. They are also highly satisfied with their visits to tribal lands. Specifically, the survey found the following:

- A total of 135 surveys were collected over a one month period from visitors to the Hopi Tribe.
- Visitors to tribal lands were most likely to travel with family members (55%) or with friends/family (39.5%).
- Average party size was 2.5 persons, while median party size consisted of two adults. (Average party size for Arizona visitors generally is two persons. Source for comparative data: D.K. Shifflet, 2004 Year-End Domestic Overnight Visitors)
- A small but significant number of children were included in these travel parties. Only 12.7 percent of parties contained any children under 18 years of age. Those parties with children averaged one child/party.
- More females (61.3%) than males (38.7%) were represented in the sample.
- Baby Boomers dominated visitors to tribal lands. More than half the sample (67.5%) was between the ages of 46 and 65 years, with another 9.6 percent over age 66. The average age of visitors to Hopi tribal lands was 53 years of age. (The average for Arizona domestic overnight visitors is 46 years.)
- Visitors to tribal lands were much more highly educated than the general population; 26.8 percent were college graduates and a whopping 40.7 percent had graduate study or graduate degrees.
- Average annual household income was $69,265. (Below the $72,700 average for Arizona domestic overnight visitors.)
- Arizona residents constituted the largest percentage (50%) of visitors to Hopi tribal lands. The neighboring states of California (17.9%) and Colorado (3.6%) along with Ohio (3.6%), New York (2.7%), Texas (2.7%), and Rhode Island (2.7%) represented top states of origin.
- (2.7%) represented top states of origin.
- Foreign visitors to Hopi tribal lands represented 13 percent of all visitors surveyed. Spain (17.6%), The United Kingdom (11.8%), The Netherlands (11.8%), Switzerland (11.8%), Germany (11.8%), and the Czech Republic (11.8%) contributed the largest cohorts.
• Over half of visitors (56.2%) were repeat visitors to Hopi tribal lands, while 43.8 percent were first-time visitors.
• The average repeat visitor had visited the Hopi Tribe 7.0 times in the past five years; median number of visits was four times in five years.
• Over half of visitors (51.6%) also indicated that the Hopi Tribe was the main destination of their trip, while 48.4 percent said the visit to the tribe was one stop on a longer trip.
• Those who spent the night on Hopi tribal lands spent an average of 2.2 days (2.0 days median); those who spent less than a day stayed an average of 5.3 hours (4.0 hours median). (Average length of stay for Arizona domestic overnight visitors is 3.7 days.)
• Many visitor overnights were spent in towns that border Hopi lands. Over three fourths of visitors (77%) indicated that they spent the night in border towns before visiting the Hopi Tribe. The most popular was Flagstaff, followed by Winslow and Tuba City.
• The majority of respondents used motor vehicles as transportation to reach tribal lands, dominated by automobiles (94.9%), Bus/motorcoach (2.5%) and Camper/RVs (5.1%). (This is far higher than the 58% of Arizona domestic overnight visitors who travel by automobile.)
• By far, the most frequently used source of information about tribal lands was “friends and family,” relied on by fully 71 percent of visitors. Other frequently used sources included: Guide Books (25.8%), Novel/ Non-fiction (16.9%), and Magazine ad/articles (16.9%). Word-of-mouth referrals appeared to be particularly important information sources for Hopi tribal tourism, with print media also important.
• The dominant reason for visiting the Hopi Tribe was for Shopping for American Indian Arts/crafts (65.1%), Sightseeing/scenic beauty (62.7%) and Cultural or historic activities (53.2%). Other important reasons were: Educational experiences (32.5%), and Visiting friends (23.8%).
• While visiting tribal lands, visitors’ activities were concentrated on: Looking at/buying arts and crafts (76.4%), General sightseeing (70.9%), Shopping (64.6%), Attending festivals or events (56.7%), Visiting Hopi Cultural Center/Museum (49.6%) and Eating traditional foods (44.1%).
• Visitors were highly satisfied with their visits to Hopi lands. In terms of particular aspects of the experience, visitors were most satisfied with: The friendliness of local people (4.3), Friendliness of local merchants and service providers (4.3), Feelings of Personal Safety (4.1) and Opportunities to purchase arts and crafts (4.0). They were least satisfied with: the Availability of gasoline and service stations (3.0).
• The overall visitor satisfaction rating for visits to the Hopi Tribe was very high at 4.1 on a scale from 1 to 5 (where 5 is totally satisfied).
• Shopping for arts and crafts was an important tourist activity, and survey respondents reported high average expenditures of $461/day spent on such items. This was followed by transportation expenditures that averaged $182/day.
• Purchasing jewelry (61.8%) was the most popular shopping activity on Hopi lands. Katsina dolls (42.3%), Crafts (39.8%), Gifts (34.1%), and Pottery (33.3%) were the most popular purchases on Hopi tribal lands.

• Asked whether they would recommend a visit to the Hopi Tribe to their friends and family, visitors were overwhelmingly positive in agreement – 98.4 percent said they would recommend a visit!

• An estimate of the total economic impact of visitors to the Hopi Tribe produced direct spending of $56.7 million, plus indirect and induced impacts of $10.6 million, for a total economic impact of $67.3 million. This level of tourism spending would support a total of 543 jobs on Hopi tribal lands.
Appendix D: Presentations
Existing or prospective cultural attraction

The community has a nationally or regionally recognized cultural attraction nearby. If not, it has a good basis for developing a new such attraction.

Local recreational and visitor attractions
Key Success Factors - ASSETS

There are local and/or regional attractions within 50 miles that draw tourists for multi-day stays.

Key Success Factors - ASSETS

Proximity to nationally recognized attractions

Key Success Factors - ASSETS

Local recreational and visitor attractions

A. 31% 17% 17% 17% 17%
B. C. D. E.

Key Success Factors - ASSETS

The community has proximity to a nationally recognized tourist attraction(s) such as a national park, destination resort, or theme park.
Key Success Factors - ASSETS
Proximity to nationally recognized attractions

A. ☑️ 75%
B. ☑️ 17%
C. ☑️ 0%
D. ☑️ 0%
E. ☑️ 8%

Key Success Factors - CAPITAL

The community has a sufficient, dedicated budget to fund long-term marketing, promotion and/or public relations efforts.

Key Success Factors - CAPITAL

Sufficient marketing, promotion, or public relations budget

A. ☑️
B. ☑️
C. ☑️
D. ☑️
E. ☑️

Key Success Factors - CAPITAL

Sufficient marketing, promotion, or public relations budget

A. ☑️
B. ☑️
C. ☑️
D. ☑️
E. ☑️
Key Success Factors - EXPERTISE

Cultural development and advocacy organization

Key Success Factors - EXPERTISE

The community has an effective, locally based organization dedicated to the development, operation and promotion of a cultural attraction.

Key Success Factors - EXPERTISE

Cultural development and advocacy organization

Relative sophistication in coordinating and marketing local events
Key Success Factors - EXPERTISE

The community uses sophisticated and consistent marketing and public relations approaches to benefit local attractions and events.

Sophisticated tourism development and promotion

Key Success Factors - EXPERTISE

Relative sophistication in coordinating and marketing local events

A. ✓ ✓
B. ✓
C. ◼
D. ◼
E. ◼

The community has an effective, dedicated program for large-scale tourism development and promotion with long-standing results.
Key Success Factors - EXPERTISE

Sophisticated tourism development and promotion

A. ✓
B. ✓
C. ✓
D. ✓
E. ✓

Key Success Factors - GOVERNMENT

The community accepts and embraces the tourism industry as an integral part of the local economy.

Community acceptance of the visitor industry

A. ✓
B. ✓
C. ✓
D. ✓
E. ✓
Key Success Factors - GOVERNMENT

Local government support

- Energy Development
- Downtown Development
- Business Recruitment
- Destination Tourism
- Logistics Centers
- Leading Edge Development
- Education Development
- Attracting Government Jobs
- Environmental Restoration

Key Success Factors - GOVERNMENT

Local government support

A. 0%
B. 8%
C. 15%
D. 15%
E. 62%

Key Success Factors - GOVERNMENT

Local government generally has a positive view of—and active engagement policy related to—local community and economic development.

Key Success Factors - GOVERNMENT

Strong community support

Business Recruitment
Local/Regional Tourism
Health Care Expansion
Attracting Government Jobs
Attracting Funding
Key Success Factors - GOVERNMENT

Community and economic development activities are supported by the general public.

Key Success Factors - INFRASTRUCTURE

Adequate housing for labor force

Key Success Factors - GOVERNMENT

Strong community support

A. 40%
B. 30%
C. 10%
D. 10%
E. 0%

Key Success Factors - INFRASTRUCTURE

The community offers available, low- and moderate-priced housing for a service-related workforce.
2020 Hopi Tourism Strategic Plan

Key Success Factors - INFRASTRUCTURE

Adequate housing for labor force

A. B. C. D. E.

Key Success Factors - LABOR

There is a sufficient pool of adequately motivated, low-skill labor workers to meet the needs of existing and prospective businesses.

Value-added Agriculture
Value-added Forest Products
Value-added Mining
Business Retention & Expansion
Business Recruitment
Business Education
Business Infrastructure
Business Technical Services
Cultural Tourism
Economic Development
Health Care Expansion

Key Success Factors - LABOR

Local, available, low-skill labor pool

A. B. C. D. E.

November 2020 Final Plan
Key Success Factors - LABOR

Local, available, high-skill labor pool

- Value-added Agriculture
- Value-added Forest Products
- Value-added Fisheries
- Value-added Mining
- Business Retention & Expansion
- Business Recruitment
- Business Cultivation
- Pass-Through Visitor Services
- Destination Tourism
- Cultural Tourism
- Logistics Centers
- Leading Edge Development
- Health Care Expansion

Proximity to scheduled air service

- Business Recruitment
- Destinational Tourism
- Attraction & Development
- Attraction of Long-Stay
- Leading Edge Development
Key Success Factors - LOCATION

The community has proximity to air transportation services commonly needed by businesses and professionals.

Business Recruitment
Destinatory Tourism
Attracting PHYsicians
Attracting Lower Earnings
Leading Edge Development

Key Success Factors - LOCATION

Proximity to scheduled air service

- A: 8%
- B: 10%
- C: 0%
- D: 33%
- E: 58%
Hopi Tourism Strategic Plan

MANY IDEAS HAVE COME FORWARD IN PREVIOUS MEETINGS.
WE WILL USE THE CLICKERS TO PRIORITIZE THE OUTCOMES/RECOMMENDATIONS OF THE PLAN.

PROJECT SCOPING SESSION

SCORING BREAKDOWN
A = "TOP FIVE" DELIVERABLE/OUTCOME
B = INCLUDE IN PLAN AS A RECOMMENDATION/DELIVERABLE
C = WRITE ABOUT IT; NO ACTION
D = IGNORE
ORGANIZATIONAL CONSIDERATIONS

Tourism-oriented business planning/entrepreneurship training/classes

A. "Top Five"
B. Include
C. Write
D. Ignore

Determination of the relative support for tourism and events on a Village-by-Village basis

A. "Top Five"
B. Include
C. Write
D. Ignore

Creating a specific definition for "tourism" in the context of Hopi preferences

A. "Top Five"
B. Include
C. Write
D. Ignore
Development of Hopi tourism policy

A. “Top Five"  
B. Include  
C. Write  
D. Ignore

Tourism survey: asking what the visitors want to experience at Hopi

A. “Top Five"  
B. Include  
C. Write  
D. Ignore

Tourism survey: asking what the Villages/people want

A. “Top Five"  
B. Include  
C. Write  
D. Ignore

Hospitality and cultural-orientation training

A. “Top Five"  
B. Include  
C. Write  
D. Ignore
Trademarking/copyrighting and patent work

A. "Top Five"
B. Include
C. Write
D. Ignore

Product Development

Identification of goals in out years (1 year, 2 years, 5 years, 10 years)

A. "Top Five"
B. Include
C. Write
D. Ignore

Support for development of Hopi Museum Project

A. "Top Five"
B. Include
C. Write
D. Ignore
Development of a Visitor Center/Welcome Center

- A. "Top Five" 57%
- B. Include 29%
- C. Write 14%
- D. Ignore 0%

Would the Museum and Visitor’s Center/Welcome Center be the same facility, or at least on the same grounds? 100%

- A. Yes
- B. No 0%

Development of one or more vendor Villages

- A. "Top Five" 50%
- B. Include 25%
- C. Write 13%
- D. Ignore 13%

Development of network of restroom facilities

- A. "Top Five" 50%
- B. Include 38%
- C. Write 13%
- D. Ignore 0%
2020 Hopi Tourism Strategic Plan

Reestablishing the operations at the Arts and Crafts Guild building

- A. "Top Five" (63%)
- B. Include (13%)
- C. Write (0%)
- D. Ignore (25%)

Development/promotion/preservation of the Blue Canyon area

- A. "Top Five" (63%)
- B. Include (0%)
- C. Write (13%)
- D. Ignore (25%)

Improvement of cellular and Wi-Fi infrastructure

- A. "Top Five" (50%)
- B. Include (38%)
- C. Write (0%)
- D. Ignore (13%)

Tourism Promotion
Creating an organizational structure that separates tourism development and promotion from Hopi politics

A. “Top Five” 30%
B. Include 38%
C. Write 13%
D. Ignore 0%

Increased networking with entities such as AIANTA, Arizona Office of Tourism, HERD Museum, etc.

A. “Top Five” 50%
B. Include 50%
C. Write 0%
D. Ignore 0%

Organizing and promoting Hopi Tour Operators

A. “Top Five” 25%
B. Include 6.8%
C. Write 5.6%
D. Ignore 0%

Creating a sense of exclusivity/mystery (gating the Mesas, for example)

A. “Top Five” 50%
B. Include 25%
C. Write 25%
D. Ignore 0%
Recapitalizing the Hopi Travel Tourism and Training Fund

A. "Top Five"
B. Include
C. Write
D. Ignore

Supporting/expanding the Hopi Arts Trail

A. "Top Five"
B. Include
C. Write
D. Ignore

Creating and promoting an annual Hopi celebrations and events calendar

A. "Top Five"
B. Include
C. Write
D. Ignore

Reestablishing activities such as the Bacavi Quilt Show

A. "Top Five"
B. Include
C. Write
D. Ignore
Promotion of a “united Hopi tourism product”

A. “Top Five” 15%
B. Include 13%
C. Write 13%
D. Ignore 0%

Improvement/creation of one or more Hopi-oriented website

A. “Top Five” 75%
B. Include 13%
C. Write 13%
D. Ignore 0%
# DRAFT

## 2020 Hopi Tourism Strategic Plan

Prepared for:
Hopi Office of Community Planning Economic Development and
Land Information Services

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</table>
Requirements of Plan

a. Create a local cohort to sponsor tourism education and training development and to coordinate planning and tourism strategy guidance.
b. Develop and conduct audience polling presentations to identify and discuss appropriate tourism priorities with interested community members and leaders to identify Hopi tourism priorities and sponsor tourism education opportunities.
c. Provide three presentations that explain the recommendations at Village-level and Hopi-wide to the community and Tribe
d. Provide a strategy that involve village consultation, including the local policy statements to support growth of a Hopi tourism industry and education of Hopi culture and history

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
In general, the Tourism Cohort believes that Hopi has a nationally or regionally recognized cultural attraction nearby, or has the basis for developing such an attraction. Walpi, for example, is one of the most recognizable and sought-after destinations in the desert southwest. The Hopi culture, history and lifestyle is of international intrigue.

Proximity to Nationally Recognized Attractions
The vast majority of the members of the Tourism Cohort recognize that Hopi does have proximity to a nationally recognized tourist attraction such as a national park. Proximity to the Grand Canyon National Park and Canyon de Chelly National Monument position Hopi for destination travel.
Local, Available, Low-skill Labor Pool
Although views vary amongst Tourism Cohort members, there is generally a positive view that Hopi offers a sufficient pool of adequately motivated, low-skill labor workers to meet the needs of existing and perspective tourism businesses.

Local Recreational and Visitor Attractions
Although the responses were somewhat split, in general the Tourism Cohort does believe that Hopi offers local and/or regional attractions within 50 miles of the reservation that can draw tourists for multi-day stays. Although the Villages have varying policies with respect to promoting celebrations and dances, it is generally recognized that there are many events that can draw visitors from throughout the region.
Strong Community Support
In contrast to the views of the Tribal Council, the Tourism Cohort does believe that the general Hopi public is moderately interested in community and economic development activities.

Cultural Development and Advocacy Organization
There is no clear consensus amongst the Tourism Cohort members as to the existence of an effective, locally-based organization dedicated to the development, operation and promotion of a cultural attraction. The three leading organizations, Moenkopi Developers Corporation (MDC), the Hopi Tribe Economic Development Corporation (HTEDC), and First Mesa Consolidated Villages (FMCV) each lend organizational support for tourism activities. By contrast, the Hopi Tribe does not have an Office of Tourism, although there is general consensus that if it did have such an office it would reside within the Hopi Office of Community Planning and Economic Development (HOCPED).
Community Acceptance of the Visitor Industry
“Acceptance of tourism activities” varies depending upon the perspective of individual Villages. While certain Villages, most notably FMCV, are organized to accept and promote tourism activities, other Villages are more closed to travelers that may want to visit and better understand local history and culture.

Local, Available, High-skill Labor Pool
There is a lack of consensus from the Tourism Cohort with respect to the availability of high-skilled labor workers at Hopi.
Relative Sophistication in Coordinating and Marketing Local Events
In general, the Tourism Cohort believes that Hopi lags behind other Tribes and visitor destinations in its utilization of sophisticated and consistent marketing and public relations approaches to benefit local attractions and events.

Sufficient Marketing, Promotion, or Public Relations Budget
Almost unanimously, the Tourism Cohort members recognize that Hopi does not have sufficient financial resources to promote its tourism assets.
Sophisticated Tourism Development and Promotion
It is generally agreed that Hopi does not have an effective, dedicated program for large-scale tourism development and promotion with long-standing results.

Local Government Support
The Tourism Cohort believes that the Hopi Tribal Council does not have a positive view of—and active engagement policy related to—local community and economic development activities.
Proximity to Scheduled Air Service
With the nearest scheduled air service based out of Flagstaff (over 90 minutes from Kykotsmovi), proximity to air service is generally considered a comparative disadvantage for Hopi.

Adequate Housing for Labor Force
The Tourism Cohort is unanimous in its view that Hopi does not offer available, low- and moderate-priced housing for service-related jobs.
## Rating and Ranking Tourism Strategic Plan Objectives/Outcomes

<table>
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<td>0.50</td>
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<td>Provision of potable water at restroom areas</td>
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<td>0.38</td>
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Rating and Ranking Tourism Strategic Plan Objectives/Outcomes

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</table>

Receipt of Federal Grant to Implement a Portion of the Plan

Purpose #1: Development and Maintenance of Hopi Tourism Website

Purpose #2: Creating a Hopi Tourism Organizational Structure

Purpose #3: Networking with State and National Tourism Associations

Purpose #4: Organizing and Promoting Hopi Tour Operators

Purpose #5: Locating Sites and Describing Development Requirements for Essential Tourism Facility Development (Visitor Center/Welcome Center, Restroom Facilities, Parking/Rest Areas, Garbage/Waste Receptacles)
Hopi Tourism Travel and Training Fund Policy
September 2019

Background
As a part of the Tourism Strategic Planning work being performed by Building Communities for the Hopi Tribe under the EDA grant, Building Communities is administering a $10,000 set-aside for a Hopi Tourism Training and Travel Fund (HTTTF). The objectives of this fund are:

- To increase the awareness of Hopi Tourism Advocates of tourism development best practices
- To cover the expenses of Hopi Tourism Advocates for pre-approved tourism conferences and training sessions and tours

The purpose of this policy is to set forth the protocols in order that reimbursements can be made by Building Communities to Hopi Tourism Advocates.

Tourism Policy Statements

Policy Statement #1: Focus Tourism Activities and Promotions that Preserve and Reinforce Hopi Customs and Values

Policy Statement #2: Separate Tourism Development and Advocacy from Hopi Government and Politics

Policy Statement #3: Respect Tourism Development as a Viable Approach to Economic Diversification

Policy Statement #4: Network Locally, Statewide and Nationally with Tourism Advocacy Organizations

Policy Statement #5: Develop, Operate and Promote New Visitor Destinations at Hopi

Policy Statement #6: Seek Cooperative Efforts for Tourism Marketing and Promotion

Policy Statement #7: Develop Win/Win Tourism Partnerships and Relationships with Navajo
### Hopi Tourism Cohort for Tourism Strategic Plan and Tourism Travel and Training Fund

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<tr>
<th>Organization</th>
<th>Name</th>
<th>Title</th>
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<th>Email</th>
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<tr>
<td><strong>Village of Moenkopi Lower</strong></td>
<td>Margaret Pooayuma</td>
<td>Community Service Administrator</td>
<td>(928) 283-5223</td>
<td><a href="mailto:mpooyuma@holo.com">mpooyuma@holo.com</a></td>
</tr>
<tr>
<td><strong>First Mesa Consolidated Village</strong></td>
<td>Ivan Sidney</td>
<td>Village Administrator</td>
<td>(928) 205-5504</td>
<td><a href="mailto:jsidney@holo.com">jsidney@holo.com</a></td>
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<tr>
<td></td>
<td>Wallace Youvella</td>
<td>Planner</td>
<td>(480) 527-5773</td>
<td><a href="mailto:wyouvella@holo.com">wyouvella@holo.com</a></td>
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<tr>
<td></td>
<td>Mary Qoswitsewa</td>
<td>Planner</td>
<td>(928) 737-2670</td>
<td><a href="mailto:mjoeswitsewa@holo.com">mjoeswitsewa@holo.com</a></td>
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<tr>
<td></td>
<td>Brannon Sidney</td>
<td></td>
<td></td>
<td><a href="mailto:jbrannon@holo.com">jbrannon@holo.com</a></td>
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<td><strong>Hopi Office of Community Planning</strong></td>
<td>Andrew Otsa</td>
<td>Director</td>
<td></td>
<td><a href="mailto:aotsa@holo.com">aotsa@holo.com</a></td>
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<td>and Economic Development</td>
<td>Fred Shupa</td>
<td>Planner</td>
<td>(928) 734-3243</td>
<td><a href="mailto:fshupa@holo.com">fshupa@holo.com</a></td>
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<td><strong>Mohnkopi Developers Corporation</strong></td>
<td>James M. Nupper</td>
<td>President/CEO</td>
<td>(928) 734-9585</td>
<td><a href="mailto:jmupper@holo.com">jmupper@holo.com</a></td>
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<td></td>
<td>Debrah Kegy</td>
<td>Coordinator</td>
<td>(928) 660-1746</td>
<td><a href="mailto:dkegy@holo.com">dkegy@holo.com</a></td>
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### Hopi Tourism Cohort for Tourism Strategic Plan and Tourism Travel and Training Fund

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Updated January 2020
Tourism Cohort Meetings

The plan contains the agendas and the meeting notes for all of the meetings:

- June 3, 2019
- July 17, 2019
- August 29, 2019
- October 16, 2019
- November 20, 2019
- December 18, 2019
- February 27, 2020
- March 18, 2020
- October 29, 2020
Thank You
Appendix E: Tourism Plan Meeting Agendas and Meeting Notes
Purpose of Meeting
Andrew Gashwazra convened a meeting focused upon the update of the Comprehensive Economic Development Strategy (CEDS). A subset of that discussion focused on the development of a Tourism Strategic Plan being funded by the U.S. Economic Development Administration (EDA). Attending the meeting were Andrew Gashwazra, Clayton Hongumptewa, Wallace Youvella, Jr., Edison Tutsi, Margaret Pooyouma, Max Taylor, James Surveyor, Thomas Tso and Brian Cole.

In general, the meeting was a free-flowing, broad-ranging discussion of what elements should be included in a tourism strategic plan that would be of the greatest benefit to the Hopi Tribe and its Villages/communities.

Example Led by New Mexico Relatives
It was generally recognized that the Acoma Tribe is a good example of what could be done at Hopi. One difference is that, in general, the Acoma Pueblo is not occupied year round by residents whereas some/much of the Hopi mesas are occupied (although this is becoming less common). For many Hopi, the homes on the mesas are “cultural homes” that they only utilize for spiritual purposes.

The Acoma and other New Mexico Pueblo Tribes make good use of the internet to showcase their organizational efforts and provide information to visitors about celebrations and events. Information about rules and regulations that govern the activity of visitors are well presented.

Gaining Village Member Support
It is important to gain the understanding and support of Village members before tourism activities are initiated. Conducting an opinion survey at the Village level would be beneficial. This might be done by Northern Arizona University or other universities.

Listing of Existing Events at Hopi
Margaret Pooyouma offered a listing of significant events that are held throughout Hopi on any given year. These events/activities/celebrations include, but are not limited to:

- Tuuvi Gathering – October
- Tuhisma – October
- Sumiunangwa – September
- MNA Hopi Show – July
- Pueblo Revolt Day
- Bacavi Quilt Show
- Hopi Arts and Crafts Guild
- Art Market at Cultural Center
Vending Near Hopi Cultural Center
There needs to be a standard set for the activity and nature of goods sold at outdoor vending operations near the Hopi Cultural Center. Hopi needs to ensure that it does not devolve into a “swap meet,” but rather that it always showcases authentic Hopi products.

Arts and Crafts Guild Building
Adjacent to the Hopi Cultural Center is the Guild Building. The building has sat vacant for many years, and is subject to ownership/control/clan issues. It was recommended that discussions related to the future of that building “start over.” At one time, the guild had 400 members and was a great example of an organization that would buy and sell art, train Hopi artisans and provide financial benefit. Replicating that type of activity would still be important today if the organization and jurisdictional issues could be addressed.

Hopi Arts Trail
Upper Moenkopi Village/MDC promotes the Hopi Arts Trail. This is a good example of activity that should be sustained and expanded in the future.

Bacavi Quilt Show
One former event/activity that was highly successful but is no longer active is the Bacavi Quilt Show. One previous issue was that the operations were limited to Village members. It would be recommended that this activity be reestablished allowing all Hopi people to participate.

Outside Funding Sources for Tourism
It was stressed by James Surveyor that there are many federal funding sources to plan and implement tourism improvements for Indian Country. The key thing is to get organized and have a plan. The availability of seed funding (leverage funding) is important as well.

Authenticity of Hopi Product
It was noted that while Old Oraibi is known as the “oldest continuously inhabited settlement in North America,” there are still many cinderblock buildings at Old Oraibi. Old Oraibi has done a good job in recent years of community cleanup and does seem to welcome visitors. And yet there are stories of people that say “I came 400 miles and I’m looking at cinderblock...” Thought needs to be given to the authenticity of the Hopi product.

Importance of Organization
James Surveyor talked about the “lessons learned the hard way” by MDC and how they are in a position to be helpful to all of Hopi. Having a long-term view of tourism product and promotion is critical. Sustaining organizations and separating decisions from the politics of the Tribe is important. Partnerships between the Villages are also needed.

Some of the basics such as restrooms and Wi-Fi and the availability of meals must be considered.
Tourism in Arizona is a $10.1 billion industry. For Hopi, travelers tend to be arriving more from Las Vegas and Los Angeles than they do Phoenix.

Building a tourism awareness campaign to educate Hopi people of the benefits of tourism would be important.

**American Indian Alaska Native Tourism Association (AIANTA)**

James Surveyor has been involved with AIANTA for the past six years. AIANTA is a national organization that can provide technical assistance and resources to support Tribal tourism activities. An annual conference takes place in September which would be excellent for Hopi tourism advocates to attend.

**Arizona Office of Tourism (AOT)**

AOT is very active in Indian Country. Dawn Melvin is very familiar with Hopi tourism. The AOT website has information on Arizona tourism impacts.

**Blue Canyon**

The group then had a discussion about the Blue Canyon area. It is widely recognized that Blue Canyon is an area of significant natural beauty and cultural importance to the Hopi people. An opportunity does exist to develop and promote the area, but there has always been concern about the need to preserve the resource. The group discussed ways in which proper development could preserve the cultural resource while creating a recreational opportunity and creating public safety benefit.

**Overarching Marketing Goal**

James Surveyor suggested that it would be worthwhile to “promote a united Hopi tourism product.” There was a general agreement that one outcome of the tourism strategic plan should strive toward this goal.

**FM CV Vendor Village**

Wallace Youvella indicated that one of the development priorities for FM CV is a vendor village which would be regulated and marketed. He compared that vision to the vendor facility at the “All Pueblo” Cultural Center in Albuquerque.

**Tourism Websites**

Andrew Gashwazra showed some of the existing tourism-related websites that are currently online. The group agreed that maintaining and updating websites was of critical concern.

**Future Scoping Meeting and Key Contacts**

In addition to the attendees at the meeting, the group agreed that it would be good to involve Berni Navakuku, Phyllis Wittsell, Lamar (manager of the Hopi Cultural Center), Gloria (a Hopi planner) and Lenora (coordinates the Hopi Heritage Festival at Flagstaff for HTEDC).
Hopi Tourism Strategic Plan
Tourism Cohort
Project Scoping Session Agenda
Wednesday, July 17, 2019 at 1 pm through 3 pm
White Bear Art Gallery (near Kykotsmovi)

Purpose of Meeting: This is the initial scoping meeting for the Hopi Tourism Strategic Plan. The purpose of the meeting is to help scope the project and provide direction to the consultant on the needs and opportunities to advance the tourism industry for Hopi.

1. Call to Order
2. Introductions
3. Purpose of meeting—Brian Cole, Andrew Gashwazra
4. Summary of EDA Grant—Andrew Gashwazra
5. Initial thoughts about project scope—Brian Cole
6. Brainstorming the needs and opportunities for tourism at Hopi—Everyone
7. Goals and priorities for Tourism Training Fund
8. Next meeting
9. Adjourn (by 2:30 pm)
1. Call to Order
Brian Cole called the meeting to order at 1 PM at the White Bear Gallery. Cole indicated that the Hopi Tribe has been successful in receiving a grant to do Tourism Strategic Planning and to establish a Tourism Training Fund. Cole is working to establish a “Tourism Cohort.” Those around the table are invited to participate in the Tourism Cohort and he indicated he would ask their assistance to expand the group.

2. Self-introductions
Attendees introduced themselves.

3. Purpose of Meeting
Cole stated that the purpose of the meeting was to “kickoff” the Tourism Strategic Planning project. He is looking to form a Tourism Cohort which will ensure that the Hopi Tribe and its communities and businesses and individuals benefit from the effort.

4. Summary of EDA Grant
Cole explained that Andrew Gashwazra was not available to attend the meeting. Gashwazra has been successful in assisting the Hopi Tribe to receive a $145,241 grant from the EDA for two purposes: 1) the Tourism Strategic Plan and Training Fund and 2) the hydroponics feasibility project in coordination with the Village of Moencopi (Lower). $43,241 of the funding has been set aside for the Tourism Planning effort.

Cole indicated that up to $10,000 would be set aside for a Training Fund. This would be discussed under agenda item #7.

The grant from the Economic Development Administration is in effect currently. The final agreements between the Hopi Tribe and Building Communities are being finalized now.

The federal grant extends through 2020 although the Strategic Planning and Training Fund effort is anticipated to be completed within 6-9 months.
5. Perspectives from the Consultant
Brian Cole explained that he had completed the Navajo Tourism Strategic Plan in 2015. Cole indicated that he saw many differences between the planning methodology for Hopi as compared to Navajo. While “one overall plan” makes sense for Navajo, the differences amongst all the Villages requires a Village-by-Village methodology to create a plan that can have impact when successfully implemented.

Cole operates under a paradigm of “organization, product, marketing.” In other words, what organizations are in place that can advance tourism? What products are available to promote? And what marketing activities will make a difference?

6. Brainstorming
The group then brainstormed a set of needs and opportunities and activities related to tourism from their perspective. These include:

- Defining what tourism is to Hopi
- Recognizing that the tourism “product” is the people and the culture of Hopi
- Recognizing that the resources relate to the hotels and restaurants and tour guides and museums and other attributes of Hopi
- Working toward insulating tourism development and promotional activities from the politics of the Tribe
- 267 of the 573 federally-recognized Tribes have tourism activities
- The American Indian Alaska Native Tourism Association (AIANTA) is in place to help Tribes tell their story and advance tourism
- The existing museum building is too unstable to promote as a tourism asset at this time. A group is working to locate and build a new museum
- The First Mesa Consolidated Village (FMCV) is working to develop a vendor village
- There is some concern that outside groups such as the Pink Jeep Tours from Sedona are paying the Hopi Tribe to bring tours to the Tribe but the Hopi people in the tourism industry are not benefitting from such fees
- The contact at the Arizona Office of Tourism is Dawn Melvin. Dawn is originally from First Mesa
- Some of the top needs of visitors are parking, restaurant facilities, dumping trash, dumping sceptic waste, and the need for new bathroom construction
- The Hopi Tribe needs a tourism policy
- Infrastructure is needed to be constructed to support the tourism industry
- Key outside connections to Hopi include Santa Fe, the Heard Museum (Phoenix) and Flagstaff
- Sipaulovi is establishing its own tourism program
- There was discussion about the possibility of establishing a Hopi Tribal Office of Tourism. In general, the group thought that the Tribe works “too slow” in order to make such an office effective. The Tribe is not good at business development or marketing
- The Hopi Tribe has no Enterprises
- It might be beneficial to start a Tribal-wide non-profit focused on tourism
- The group discussed conducting a tourism survey. This type of survey work has been conducted in the past but it is focused on the needs and interests of the tourists. A survey of the Hopi people to understand their desires about tourism would be beneficial
- It may be worthwhile to conduct a Hopi tourism SWOT analysis
- Supporting tourism-based entrepreneurs with training would be beneficial
- Cultural training is important
• “Scouts” have come to the Hopi Tribe to determine the benefits of expanding tours to Hopi and have concluded that Hopi is not ready due to a lack of restrooms, water and parking
• In the past, a directory of tourism and arts and crafts interests have been developed
• A Hopi Tourism website is needed
• Trademarking, copywriting, and patent work is important
• Tourism goals for out years (Year 1, Year 2, Year 5, and Year 10) should be developed
• The question “where does the tourist want to go?” should be answered
• The concept of “high-value, low-impact” tourism was discussed
• Creating a sense of mystery and exclusivity might be beneficial. The idea of gating the Mesas was mentioned
• First Mesa Consolidated Village earned $25,000 by hosting tourists to First Mesa in 2018

The group agreed that the Tourism Cohort could be expanded. Specific additional contacts could include a representative from the Revenue Office; Cindy (new Executive Director) from HTEDC; Rosa Honahni from the Tribal Council; also A.T. Sinquah from the Hopi Tribal Council; Richard Davis from the radio station; Monica Nuvamsa and Luann Leonard from the Hopi Foundation; a representative from the Hopi Tour Guides; Dawn Melvin from the Arizona Office of Tourism; Fred Shupla from the Community Planning and Economic Development Office.

7. Training Fund
Brian Cole explained that up to $10,000 is available to reimburse Hopi people for tourism training. The group then brainstormed a potential use of such funding. It may be possible that AIANTA may send expertise to Hopi.

8. Next Meeting
The group agreed that the next meeting would be on August 29, 2019 at 1 PM. Brian Cole would try to secure a meeting room in order that a PowerPoint can be delivered.
Hopi Tourism Strategic Plan
Tourism Cohort
Meeting Agenda
Thursday, August 29, 2019 at 1 pm through 3 pm
Hopi Cultural Center Conference Room

1. Call to Order

2. Self-introductions

3. Purpose of Meeting—Brian Cole

4. Summary of Project Scoping Meeting Grant—Brian Cole

5. Strategic Assessment of Tourism Development as a Strategy for Hopi (PowerPoint)

6. Tourism Travel and Training Fund

7. Goals for Project

8. Other Business

9. Next Meeting

10. Adjourn
1. **Call to Order.** The meeting was called to order by Brian Cole at 1:00 pm.

2. **Self-introductions.** Attendees at the meeting included Wallace Youvella, Jr., Berni Navakuku, Cindy Smith, Lamar Keevama, Ray Coin, Samantha Honani, Gerald Lomaventema, Hannah Honani, Romalita Laban, Evelyn Fredericks, Andrew Gashwazra, Margaret Pooyouma and Brian Cole.

3. **Purpose of Meeting**—The purpose of the meeting was to get information from the Tourism Cohort related to the “strategic tourism position” of the Hopi Tribe and its Villages by conducting the “Strategic Assessment” (see item #5 below). In addition, the meeting was to focus on the possibility of sending people from Hopi to the AIANTA Conference in Tulsa, Oklahoma on September 16, 2019.

4. **Summary of Project Scoping Meeting**—Due to limited time (and a scheduled power outage at 2 pm!), a review of the previous meeting was not conducted. Brian Cole agreed to send out the notes from the June and July sessions along with the August meeting notes.

5. **Strategic Assessment of Tourism Development as a Strategy for Hopi (PowerPoint)**—Brian Cole then introduced his audience polling system connected to a PowerPoint presentation which presented all of the Key Success Factors related to tourism development. Cole explained that in order for Hopi (or any community) to be successful implementing a strategy, it needs to know its relative comparative advantages on factors relevant to the Strategy. For Tourism Development, Cole indicated there are between 15-20 such factors. He then began a PowerPoint presentation utilizing the audience polling system to generate results.

   The slides on the PowerPoint generated tremendous discussion, and only two of the slides were considered. Cole indicated that he would table this PowerPoint presentation and audience polling system until the next meeting. The initial discussion spurred by the PowerPoint related to cultural attractions at Hopi. The group began to list many such cultural attractions including Old Oraibi, sacred sites, stories, Hopi photos, and the fact that Hopi has generated world-wide interest due to the uniqueness of its history and culture.

   Notably absent in the discussion of “cultural facilities” was the Hopi Cultural Center itself. It was widely acknowledged that the Cultural Center is not fulfilling its mission of sharing the Hopi story. The only portion of the Cultural Center that does this is the museum which is separately controlled and typically not available to the general public.

   The next slide related to local and visitor attractions which led to a discussion about the private nature
of the Hopi ceremonies and dances. It was noted that for some Villages, such ceremonies are open to the public, while other Villages close their ceremonies. It was generally agreed that each of the ceremonies is very specific to the Village, and it is difficult to broadly promote or describe the Village ceremonies.

It was noted that the Museum of Northern Arizona is a good resource and a good collaborator with the Hopi Tribe. The group discussed the need for one central learning session that would be of benefit to all of the Villages.

The group also discussed the Indian Pueblo Cultural Center in Albuquerque. It was recommended that the group tour this facility as a great example of what can be done at Hopi.

From the perspective of the tour operators, developing and maintaining a waterless toilet system throughout Hopi would be very advantageous.

6. **Tourism Travel and Training Fund**—Brian Cole explained that Building Communities will be managing a $10,000 fund that can cover pre-approved costs for travel that relates to the tourism industry. Cole noted that the American Indian Alaska Native Tourism Association (AIANTA) annual conference is in Tulsa on September 16-19, 2019. He asked if there were any attendees of the cohort meeting that might be interested in attending that conference. He also recommended that conference attendees take a tour of the Chickasaw Cultural Center which is about a 2.5 hour drive from Tulsa. Initially five attendees expressed some interest in attending. (Later, that number dwindled to three possible attendees.) Cole indicated that he would work to expedite travel reimbursement. Cole indicated that Kimberly Janeway would be in touch with each of the potential conference attendees related to travel arrangements. It was emphasized that additional travel and training opportunities will be made available to members of the cohort at a later date.

7. **Goals for Project**—This topic was not addressed in the meeting.

8. **Other Business**—This topic was not addressed in the meeting.

9. **Next Meeting**—The next meeting for the Tourism Cohort was not set but it will probably be in early October 2019.

10. **Adjourn**—The meeting was adjourned at 3:15 PM.
1. **Call to Order**
   The meeting was called to order by Brian Cole. Andrew Gashwazra provided a brief summary of the funding source and amount for the project.

2. **Report on the AIANTA Conference**
   Romalita Laban and James Surveyor provided an overview of the American Indian Alaskan Native Tourism Association (AIANTA) Conference which took place in September. Laban provided a summary of the workshops she attended and the better understanding of tourism opportunities that she received. Laban distributed some of the materials from the conference. James Surveyor, an officer with AIANTA, explained the history of the Tourism Conference and how the Hopi Tribe is viewed in terms of its tourism product and offerings.

   Funding from the Hopi Tourism Travel and Training Fund is being used to reimburse Laban for her travel and conference fees.

3. **Tourism Key Success Factor Analysis**
   Brian Cole explained that he has developed a community and economic development strategic planning process that helps communities and tribes to assess their relative strength and challenges with respect to tourism and economic development. Cole then led the tourism cohort attendees through an assessment of the relative strengths and weaknesses of Hopi tourism by conducting a Key Success Factor Analysis (KSFA). KSFs are “conditions or abilities that must be possessed by the tribe and or its villages in order to successfully implement a tourism strategy.”

   Electronic response cards (i.e. clickers) were utilized in order to silently receive the input and expertise of the cohort members with respect to the relative advantages and disadvantages of the KSFAs. Attachment A to these meeting notes contains the results of the Hopi Tourism Key Success Factor Analysis.

4. **Hopi Tourism Travel and Training Fund (HTTTF)**
   Cole explained that $10,000 of the grant funding is to be set aside for reimbursement to Hopi Tourism Advocates (anyone who has a genuine interest in advancing the tourism industry at Hopi) to attend tourism training and tours. Cole then reviewed the policy (see Attachment B) and asked for feedback. James Surveyor indicated that it would be helpful to augment the policy by requesting that attendees describe the purpose of their visit. Providing instruction to beneficiaries of the fund as to what materials they should bring back would also be advantageous. Cole indicated that he would add this information to the policy once it was received from the Moenkopi Developers Corporation.

5. **Other Business**
Brian Cole asked, with 10 minutes remaining in the meeting, if there were any other pressing topics that should be covered in the meeting. Wallace Youvella Jr. suggested that the group be clear on defining “what is tourism?” Attachment C contains the notes on the “What is Tourism?” discussion.

6. Next Meeting and Adjourn
It was noted that the next meeting would be held at the Hopi Cultural Center Conference Room sometime between November 11-22. Cole indicated that he would offer some time to the Hopi Office of Revenue Commission to explain the regulatory and permitting aspects of doing business as a Hopi Tour Guide and other tourism enterprise activities. The meeting was adjourned at 4:00 pm.
ATTACHMENT A

KSFA Narrative

Existing or Prospective Cultural Attraction
In general, the Tourism Cohort believes that Hopi has a nationally or regionally recognized cultural attraction nearby, or has the basis for developing such an attraction. Walpi, for example, is one of the most recognizable and sought-after destinations in the desert southwest. The Hopi culture, history and lifestyle is of international intrigue.

Local Recreational and Visitor Attractions
Although the responses were somewhat split, in general the Tourism Cohort does believe that Hopi offers local and/or regional attractions within 50 miles of the reservation that can draw tourists for multi-day stays. Although the Villages have varying policies with respect to promoting celebrations and dances, it is generally recognized that there are many events that can draw visitors from throughout the region.

Proximity to Nationally Recognized Attractions
The vast majority of the members of the Tourism Cohort recognize that Hopi does have proximity to a nationally recognized tourist attraction such as a national park. Proximity to the Grand Canyon National Park and Canyon de Chelly National Monument position Hopi for destination travel.
**Sufficient Marketing, Promotion, or Public Relations Budget**

Almost unanimously, the Tourism Cohort members recognize that Hopi does not have sufficient financial resources to promote its tourism assets.

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**Cultural Development and Advocacy Organization**

There is no clear consensus amongst the Tourism Cohort members as to the existence of an effective, locally-based organization dedicated to the development, operation and promotion of a cultural attraction. The three leading organizations, Moenkopi Developers Corporation (MDC), the Hopi Tribe Economic Development Corporation (HTEDC), and First Mesa Consolidated Villages (FMCV) each lend organizational support for tourism activities. By contrast, the Hopi Tribe does not have an Office of Tourism, although there is general consensus that if it did have such an office it would reside within the Hopi Office of Community Planning and Economic Development (HOCPED).

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**Relative Sophistication in Coordinating and Marketing Local Events**

In general, the Tourism Cohort believes that Hopi lags behind other Tribes and visitor destinations in its utilization of sophisticated and consistent marketing and public relations approaches to benefit local attractions and events.
Sophisticated Tourism Development and Promotion
It is generally agreed that Hopi does not have an effective, dedicated program for large-scale tourism development and promotion with long-standing results.

Community Acceptance of the Visitor Industry
“Acceptance of tourism activities” varies depending upon the perspective of individual Villages. While certain Villages, most notably FMCV, are organized to accept and promote tourism activities, other Villages are more closed to travelers that may want to visit and better understand local history and culture.

Local Government Support
The Tourism Cohort believes that the Hopi Tribal Council does not have a positive view of—and active engagement policy related to—local community and economic development activities.
Strong Community Support
In contrast to the views of the Tribal Council, the Tourism Cohort does believe that the general Hopi public is moderately interested in community and economic development activities.

Adequate Housing for Labor Force
The Tourism Cohort is unanimous in its view that Hopi does not offer available, low- and moderate-priced housing for service-related jobs.

Local, Available, Low-skill Labor Pool
Although views vary amongst Tourism Cohort members, there is generally a positive view that Hopi offers a sufficient pool of adequately motivated, low-skill labor workers to meet the needs of existing and perspective tourism businesses.
Local, Available, High-skill Labor Pool
There is a lack of consensus from the Tourism Cohort with respect to the availability of high-skilled labor workers at Hopi.

Proximity to Scheduled Air Service
With the nearest scheduled air service based out of Flagstaff (over 90 minutes from Kykotsmovi), proximity to air service is generally considered a comparative disadvantage for Hopi.
Hopi Tourism Travel and Training Fund Policy
September 2019

Background
As a part of the Tourism Strategic Planning work being performed by Building Communities for the Hopi Tribe under the EDA grant, Building Communities is administering a $10,000 set-aside for a Hopi Tourism Training and Travel Fund (HTTTF). The objectives of this fund are:

- To increase the awareness of Hopi Tourism Advocates of tourism development best practices
- To cover the expenses of Hopi Tourism Advocates for pre-approved tourism conferences and training sessions and tours

The purpose of this policy is to set forth the protocols in order that reimbursements can be made by Building Communities to Hopi Tourism Advocates.

Policy
The HTTTF policy parameters are:

- Only pre-approved travel and training expenses will be reimbursed
- Approval is awarded by Kimberly Janeway of Building Communities
- Pre-approved ground travel will be reimbursed at the federal reimbursement rate of $0.58 cents per mile if personal car is used
- Pre-approved meals will be reimbursed at the federal per diem rates
- Pre-approved lodging rates will be reimbursed at cost
- Pre-approved rental cars will be reimbursed at cost
- Pre-approved airfare, if required, will be reimbursed at cost. All airfare scheduling must be acknowledged by Kimberly Janeway before final airline reservations are made
- When necessary, Hopi Tourism Advocates may be able to arrange for direct payment by Building Communities, rather than seeking reimbursement. Such arrangements must be done in advance in coordination with Kimberly Janeway
- Every beneficiary of the HTTF shall submit a report that contains the following information: name of event, date of event, location of event, attachments or web links from event and a minimum of three paragraphs that describe the major “takeaways” from the event.

Kimberly Janeway can be reached kj@buildingcommunities.us or (971) 226-2033.
ATTACHMENT C

What is Tourism?

- Walpi Village (most picturesque village; top sought after visitor attraction asked about)
  - Has established tour business
  - Restoration work in 1980s
  - Need to know more about tours, pricing, etc.
- Blue Canyon
- Prophecy Rock
- Sipaulovi
- So far, pass through only (MV, etc.)
- Telling the story of Hopi, education
- How is Hopi portrayed/viewed?
  - Chicago and San Francisco top markets
  - Cultural image good, but can’t connect with services
  - Wifi needed
  - No restrooms
  - The only way to see Hopi is if you know Hopi
  - DMO = MDC Designated Marketing Organization
  - MDC promotes everything
  - Arts crafts
  - Culture
  - History
  - Food
  - Story of the Spanish 1540...not 1492
  - Old Oraibi—oldest established village in N America (1100-1300)
- People want to see the villages (confirm what they have heard before via experience)
- Navajo uses Hopi ancestral sites; we need to do this for ourselves (Navajo National Monument, for example)
TOURISM COHORT
Hopi Tourism Strategic Plan
Meeting Agenda
Wednesday, November 20, 2019
2:00 pm through 4:00 pm
Location: Hopi Tribal Housing Authority Office Conference Room

1. Call to Order

2. Self-introductions

3. Purpose of Meeting—Brian Cole/John Hawkins

4. Results of Strategic Assessment (clicker presentation from October)—Brian Cole/John Hawkins

5. Hopi Tourism Travel and Training Fund

6. Perspectives from the Hopi Office of Revenue Commission—Gayver Puhuyesva, Chief Revenue Officer

7. Consideration of establishing a five-member Tourism Organization

8. Other Business

9. Next Meeting

10. Adjourn
Call to Order
The meeting was called to order by Brian Cole.

Review of the Agenda
Brian Cole reviewed the agenda. He noted that he would have a “clicker-based” presentation under Other Business.

Self-Introductions
Everybody attending the meeting introduced themselves.

Results of Strategic Assessment (clicker presentation from October)—Brian Cole/John Hawkins
Brian Cole presented the results of the clicker-based presentation that was delivered during the October Tourism Cohort Meeting. The presentation asked a series of questions related to the strategic advantages and disadvantages of Hopi with respect to tourism. A copy of the October meeting notes containing these survey results are to be distributed with the November meeting notes.

Hopi Tourism Travel and Training Fund
Wilber Kaye summarized what he and other Village of Walpi members learned at the Navajo Tourism Conference. Their lodging and registrations were reimbursed by the HTTTF. Mr. Kaye began by noting that several Navajos were surprised to see Hopis attending “their” conference. Mr. Kaye noted that the Navajo Nation surrounds the Hopi Tribe, and the tourism assets of Hopi are accessed only by traveling through the Navajo Nation. Mr. Kaye indicated that the conference had a “marketing focus.” He reported that the top visitor origins traveling to the Navajo Nation were, in order, from Las Vegas, Phoenix, Albuquerque, San Francisco and Denver.

Mr. Kaye reported that he learned a lot about the challenges that the Navajo people have in establishing and supporting tourism-based businesses. Challenges over the land leasing process complicate matters for Navajo tour operators and other tourism businesses. Navajo Chapters also have a challenging time establishing sites.

Mr. Kaye reported that he also learned about the importance of separating politics from tourism operations. Mr. Kaye indicated that he preferred to see collaboration between Navajo and Hopi. For the Village of Walpi, coordinating and promoting Canyon De Chelly would be a great networking opportunity.

Mr. Kaye then described some of the challenges of coordinated tourism for his village.
Mr. Kaye then stated that there is little if any marketing opportunities at Hopi. He noted that there is work done by Northern Arizona University (NAU) to coordinate tours to Hopi. In addition, there is one operator from Sedona that will travel to Hopi. But, most of the tourism marketing is simply “word of mouth.”

A brief discussion was held between the Village of Walpi and First Mesa Consolidated Villages (FMCV). Opportunities for more support and partnerships are in the future.

The group then discussed the advantages of utilizing some of the HTTTF to coordinate a Hopi-based training event rather than simply reimbursing for outbound travel. Gloria Lomahaftewa from the Hopi Cultural Preservation Office offered to participate in efforts to coordinate such a training. Brian Cole said he would follow up with her.

Gayver Puhuyesva indicated that there are many Hopi resolutions on the books which impact Hopi tourism. Mr. Puhuyesva indicated that he would be willing to do some research and bring this information to the next meeting.

Wallace Youvella Jr. stated that the design, funding and development of the Low Mountain Road continues to be a priority. Mr. Youvella indicated that he had recently had a meeting with Navajo Nation President Jonathan Nez who expressed support for the project concept.

Mr. Youvella also noted that he would be meeting with Stewart Marriott related to interests by that family to establish a cultural center in Las Vegas. Mr. Marriott would like to have Hopi participation in that cultural center and is willing to train Hopi people to work there.

**Perspectives from the Hopi Office of Revenue Commission—Gayver Puhuyesva, Chief Revenue Officer**

Mr. Puhuyesva summarized Ordinance 17 which relates to licensing and permitting. Mr. Puhuyesva stressed that while these ordinances are on the books, there are no penalties imposed upon anyone who does not comply with the rules. Mr. Puhuyesva noted that the annual business license was recently increased from $200 to $400 annually. He stated, however, that there was no enforcement for businesses that did not have a license. He did indicate that liability insurance is required of contractors on the Hopi Tribe.

**Consideration of Establishing a Five-Member Tourism Organization**

Brian Cole noted that this topic would be covered in the presentation in Other Business.

**Other Business — Plan Scoping Presentation**

Brian Cole then presented a clicker-based presentation asking all nine of the meeting attendees to weigh in on their preferences related to the priority of various findings and recommendations from the strategic planning effort. Cole indicated that each participant could vote A, B, C, or D, with A being the “top five deliverables,” B being deliverables that should be included in the planning effort, C being items that should be described but not formulated as a recommendation, and D being items that can be dropped from the planning scope.

A summary of the results of the “clicker session” is provided in Attachment A.
Next Meeting
Brian Cole indicated that the next meeting would be between December 9-19 and he would get back to the group with a specific date.

Adjourn
The meeting was adjourned at 4:30 pm.
Background
Building Communities has been assisting Hopi to develop a Tourism Strategic Plan since June 2019. Several meetings have been held and many potential objectives/outcomes have been identified.

During the November 20, 2019 meeting of the Tourism Cohort, the attendees responded to a PowerPoint presentation which listed 29 possible objectives/outcomes.

The table below shows the responses to the 29 objectives/outcomes based upon four potential responses (utilizing the electronic response cards—i.e. “clickers”). The responses were rated and ranked utilizing the following point scale: “Top Five” choices received a score of ‘4,’ “Include” choices received a score of ‘2,’ “Write” received a score of ‘1’ and “Ignore” received no points.

<table>
<thead>
<tr>
<th>Plan Objective/Outcome</th>
<th>Top 5</th>
<th>Include</th>
<th>Write</th>
<th>Ignore</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Top Tier of Priorities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improvement/creation of one or more Hopi-oriented websites</td>
<td>0.75</td>
<td>0.13</td>
<td>0.13</td>
<td>0.00</td>
<td>3.39</td>
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<tr>
<td>Determination of the relative support for tourism and events on a Village-by-Village basis</td>
<td>0.50</td>
<td>0.50</td>
<td>0.00</td>
<td>0.00</td>
<td>3.00</td>
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<tr>
<td>Development of a Visitor Center/Welcome Center</td>
<td>0.57</td>
<td>0.29</td>
<td>0.14</td>
<td>0.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Increased networking with entities such as AIANTA, Arizona Office of Tourism, Heard Museum, etc.</td>
<td>0.50</td>
<td>0.50</td>
<td>0.00</td>
<td>0.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Development of network of restroom facilities</td>
<td>0.50</td>
<td>0.38</td>
<td>0.13</td>
<td>0.00</td>
<td>2.89</td>
</tr>
<tr>
<td>Provision of potable water at restroom areas</td>
<td>0.50</td>
<td>0.38</td>
<td>0.13</td>
<td>0.00</td>
<td>2.89</td>
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<tr>
<td>Creating an organizational structure that separates tourism development and promotion from Hopi politics</td>
<td>0.50</td>
<td>0.38</td>
<td>0.13</td>
<td>0.00</td>
<td>2.89</td>
</tr>
<tr>
<td>Development of parking/rest areas</td>
<td>0.38</td>
<td>0.63</td>
<td>0.00</td>
<td>0.00</td>
<td>2.78</td>
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<tr>
<td>Improvement of cellular and Wi-Fi infrastructure</td>
<td>0.50</td>
<td>0.38</td>
<td>0.00</td>
<td>0.13</td>
<td>2.76</td>
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<tr>
<td><strong>Second Tier of Priorities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development of Hopi tourism policy</td>
<td>0.25</td>
<td>0.63</td>
<td>0.13</td>
<td>0.00</td>
<td>2.39</td>
</tr>
<tr>
<td>Increased number of garbage/waste receptacles</td>
<td>0.25</td>
<td>0.63</td>
<td>0.13</td>
<td>0.00</td>
<td>2.39</td>
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<tr>
<td>Organizing and Promoting Hopi Tour Operators</td>
<td>0.25</td>
<td>0.63</td>
<td>0.13</td>
<td>0.00</td>
<td>2.39</td>
</tr>
<tr>
<td>Creating a specific definition for &quot;tourism&quot; in the context of Hopi preferences</td>
<td>0.29</td>
<td>0.43</td>
<td>0.29</td>
<td>0.00</td>
<td>2.31</td>
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<tr>
<td>Tourism survey: asking what the visitors want to experience at Hopi</td>
<td>0.38</td>
<td>0.25</td>
<td>0.25</td>
<td>0.13</td>
<td>2.27</td>
</tr>
<tr>
<td>Activity</td>
<td>Priority</td>
<td>Resource</td>
<td>Planning</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>----------</td>
<td>----------</td>
<td>----------</td>
<td>-------</td>
<td></td>
</tr>
<tr>
<td>Development/promotion/preservation of the Blue Canyon area</td>
<td>0.25</td>
<td>0.63</td>
<td>0.00</td>
<td>0.13</td>
<td>2.26</td>
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<tr>
<td>Recapitalizing the Hopi Travel Tourism and Training Fund</td>
<td>0.25</td>
<td>0.63</td>
<td>0.00</td>
<td>0.13</td>
<td>2.26</td>
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<tr>
<td>Creating and promoting an annual Hopi celebrations and events calendar</td>
<td>0.25</td>
<td>0.63</td>
<td>0.00</td>
<td>0.13</td>
<td>2.26</td>
</tr>
<tr>
<td>Tourism survey: asking what the Villages/people want</td>
<td>0.25</td>
<td>0.50</td>
<td>0.25</td>
<td>0.00</td>
<td>2.25</td>
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<tr>
<td>Promotion of a &quot;united Hopi tourism product&quot;</td>
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<td>0.75</td>
<td>0.13</td>
<td>0.00</td>
<td>2.15</td>
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<td>Supporting/expanding the Hopi Arts Trail</td>
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<td>0.38</td>
<td>0.38</td>
<td>0.00</td>
<td>2.14</td>
</tr>
</tbody>
</table>

**Bottom Tier of Priorities**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Priority</th>
<th>Resource</th>
<th>Planning</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism-oriented business planning/entrepreneurship training/classes</td>
<td>0.13</td>
<td>0.50</td>
<td>0.38</td>
<td>0.00</td>
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<tr>
<td>Support for development of Hopi Museum Project</td>
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<td>0.88</td>
<td>0.13</td>
<td>0.00</td>
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<td>Addressing the dumping of septic waste</td>
<td>0.25</td>
<td>0.13</td>
<td>0.50</td>
<td>0.13</td>
</tr>
<tr>
<td>Hospitality and cultural-orientation training</td>
<td>0.00</td>
<td>0.63</td>
<td>0.38</td>
<td>0.00</td>
</tr>
<tr>
<td>Development of one or more vendor villages</td>
<td>0.13</td>
<td>0.25</td>
<td>0.50</td>
<td>0.13</td>
</tr>
<tr>
<td>Trademarking/copyrighting and patent work</td>
<td>0.13</td>
<td>0.13</td>
<td>0.50</td>
<td>0.25</td>
</tr>
<tr>
<td>Reestablishing activities such as the Bacavi Quilt Show</td>
<td>0.00</td>
<td>0.25</td>
<td>0.63</td>
<td>0.13</td>
</tr>
<tr>
<td>Creating a sense of exclusivity/mystery (gating the Mesas, for example)</td>
<td>0.00</td>
<td>0.25</td>
<td>0.25</td>
<td>0.50</td>
</tr>
<tr>
<td>Reestablishing the operations at the Arts and Crafts Guild Building</td>
<td>0.00</td>
<td>0.25</td>
<td>0.13</td>
<td>0.63</td>
</tr>
</tbody>
</table>
1. Call to Order

2. Self-introductions

3. Purpose of Meeting—Brian Cole

4. Perspectives from the Hopi Office of Revenue Commission--Gayver Puhuyesva, Chief Revenue Officer

5. Hopi Tourism Travel and Training Fund

6. Discussion and “Direction Setting” for Plan
   a. Consideration of Results of Strategic Assessment (see October Meeting Notes)
   b. Consideration of *Priority Goals/Outcomes for Tourism Strategic Plan* (from November 2019 Meeting Notes)

7. Other Business

8. Next Meeting

9. Adjourn
Good morning all,

Thank you for the information Brian.

I will not be attending this meeting but would like to share some comments regarding:

Though your agenda is set, I would recommend:

- Each village representative begin defining what tourism is for their community. If the village is not in support of tourism development that is still a definition that would be great to have moving forward and good for other villages, tour guides, and tourism oriented programs to understand.
- Each village begin building a resource inventory, whatever resources are available to assist in the development/planning of village tourism-based projects.
- List all the tourism based products and services within a 100 mile radius (helps with planning and development of your own products and services)
- Touch base with your village administration (council, governor, etc.,) and your stakeholders (community) and discuss your ideas and the "why" tourism could work, developing jobs and revenue for the village...

These are some beginning steps and processes that will help you define tourism for your community and help you in your work to develop or not develop tourism oriented programming.

I apologize if these recommendations are untimely, I get the sense that this cohort is moving in a tribal government/villages based partnership and that is good. Tourism for Hopi is unique in that it can be defined as a whole and individually at the village level. I would love to see the day where we are all united in consistent messaging to the outside world and competing for market share with the surrounding tribes, border towns and the state of Arizona.

As the Interim Chief Executive of the MDC and the Secretary and Southwest Board representative for AIANTA, I want to let you all know that my door is always open and I would be delighted to assist you and your communities with technical assistance and any resources that AIANTA can provide to help your community develop jobs and revenue that can be grown and sustained now and in the future.

I wish you all a productive meeting!
TOURISM COHORT

Hopi Tourism Strategic Plan
Meeting Agenda
Thursday, February 27, 2020
2:00 pm through 4:00 pm
Location: “Risk Management” Conference Room
(In the trailer across from the two-story Tribal Complex at Kykotsmovi)

1. Call to Order

2. Self-introductions

3. Purpose of Meeting—Brian Cole

4. Perspectives from the Hopi Office of Revenue Commission--Gayver Puhuyesva, Chief Revenue Officer (if available)

5. Hopi Tourism Travel and Training Fund

6. Discussion and “Direction Setting” for Plan
   a. Consideration of Results of Strategic Assessment (see October Meeting Notes)
   b. Consideration of Priority Goals/Outcomes for Tourism Strategic Plan (from November 2019 Meeting Notes)

7. Other Business
   a. Scenic Byway Proposal
   b. Review of 2001 and 2006 Studies

8. Next Meeting

9. Adjourn
MEETING NOTES
February 27, 2020
2:00 pm - 4:40 pm
Risk Management Conference Room

1. Call to Order
The meeting was called to order by Brian Cole.

2. Self-Introductions
Everybody attending the meeting introduced themselves. Attending the meeting were Wilbur Kaye, Mildred Talashoma, Gloria Lomahfaetewa, Wallace Youvella, Jr., Romalita Laban, Andrew Gashwazra, Fred Shupla, Alfred Lomahquahu, Cedric Kuwaninvaya, and Brian Cole.

3. Purpose of Meeting
Brian Cole reviewed the agenda and indicated that there would be a focus on the HTTTF and the future direction for the planning project.

4. Perspectives from the Hopi Office of Revenue Commission
Mr. Puhuyesva was not available for the February meeting. There was great interest expressed by the meeting participants in having Mr. Puhuyesva provide a report at a future meeting, especially as it related to the rules and regulations governing tour guides.

5. Hopi Tourism Travel and Training Fund
The group held an extensive conversation about the future priorities for the HTTTF. The primary discussion related to the possibility of holding a training event on Hopi itself. Rather than just utilizing the fund to reimburse travel expenses for those leaving the reservation for training, the funds might be used to coordinate a local training event.

Other discussions by the group related to the licensing and insurance for tour operators, a connection with the Arizona tourism advocates, developing a tourism website, how to structure a Hopi Tourism Office, whether or not there was a Hopi Chamber of Commerce, how to market arts and crafts, whether a Hopi website should be developed, training for a variety of purposes, and the extending of an invitation to the Arizona Office of Tourism to attend meetings.

One special training opportunity, an event coordinated each July in Tucson by the Arizona Office of Tourism, was highlighted.

Brian Cole then pointed out that the group could support a grant application to USDA Rural Development for an RBDG grant that could help to implement the Tourism Plan. The group unanimously supported the grant application and recommended that a grant application sponsor be identified. The top choice would be the
Moenkopi Developers Cooperation (MDC). Brian Cole indicated that he would reach out to James Surveyor to consider being the sponsor.

6. Discussion and “Direction Setting” for Plan
6a. Consideration of Results of Strategic Assessment – This information was not reviewed at the February meeting.

6b. Consideration of Priority Goals/Outcomes for Tourism Strategic Plan (from November 2019 Meeting Notes) – The group did review the results from the November 2019 meeting which identified the priorities for the tourism planning process. The results from that November 2019 discussion also shaped the discussion of a potential grant application to USDA Rural Development.

7. Other Business
7a. Scenic Byway Proposal – Brian Cole indicated that Fred Shupla had put him in contact with a consultant out of St. George Utah named Lynn Leisure. Mr. Leisure specializes in planning and developing scenic byways. Cole then put Mr. Leisure on his speaker phone to have a dialogue about potentially pursuing a scenic byway designation on Highway 264. The group had such a dialogue, but ultimately concluded that scenic byway planning and development was not yet a priority for the Hopi Tribe.

7b. Review of 2001 and 2006 Studies – Cole noted that he had distributed the historical studies in an email to the Tourism Cohort.

8. Next Meeting
The group agreed that the next meeting of the Tourism Cohort would hopefully be a part of the Community Service Administrator (CSA) meeting on Thursday, March 19, 2020. The meeting would be at Upper Moenkopi Village.

9. Adjourn
The meeting was adjourned at 4:40 pm.
TOURISM COHORT
Hopi Tourism Strategic Plan
Meeting Agenda
Wednesday, March 18, 2020
1:00 pm through 4:00 pm
Location: “Risk Management” Conference Room
(In the trailer across from the two-story Tribal Complex at Kykotsmovi)

1. Call to Order

2. Self-introductions

3. Purpose of Meeting—Brian Cole

4. Perspectives from the Hopi Office of Revenue Commission--Gayver Puhuyesva,
   Chief Revenue Officer

5. Hopi Tourism Travel and Training Fund

6. Discussion and “Direction Setting” for Plan
   a. Consideration of Results of Strategic Assessment (see October Meeting Notes)
   b. Consideration of Priority Goals/Outcomes for Tourism Strategic Plan (from November 2019 Meeting Notes)

7. Other Business
   a. Scenic Byway Proposal
   b. Review of 2001 and 2006 Studies

8. Next Meeting

9. Adjourn
Call to Order – Brian Cole
Brian Cole called the meeting to order at 10:00 AM MST.

Self-introductions and Background in Visitor Industry
Meeting attendees included Gloria Lomahaftewa, Berni Navakuku, Romalita Laban, Andrew Gashwazra, James Surveyor and Brian Cole. Cedric Kuwaninvaya was unable to attend. Each of the members of the group provided a brief description of their background in the tourism industry.

Note: this group represents a subset of the original Tourism Cohort. Andrew Gashwazra suggested that a smaller group be active over the next couple of months to oversee the completion of the planning project. The broader Cohort can be reengaged in 2021.

Purpose of Tourism Strategic Plan Project – Andrew Gashwazra/Brian Cole
Brian Cole provided a summary of the EDA-funded Tourism Strategic Planning effort. Cole indicated that Building Communities had an agreement under the Hopi Office of Community Planning and Economic Development to complete the Tourism Strategic Plan. Work got underway in July 2019. The contract called for Building Communities to formulate a Tourism Cohort, to develop a strategic assessment of tourism utilizing audience polling presentation technology and to submit a final strategic plan.

The strategic assessment was completed in October 2019 and the preferences of the Tourism Cohort in terms of priority projects and activities was identified in November 2019. The meeting notes for those meetings has been sent to the group.

At the February 2020 meeting of the Tourism Cohort, Cole presented the opportunity that the group could support a grant application to USDA Rural Development to implement priorities of the Tourism Strategic Plan. There was unanimous support for such a grant application. Cole subsequently worked with James Surveyor to submit a proposal in mid-April. In July MDC was notified that the grant of $150,000 was awarded.

Building Communities and MDC will implement the grant. Building Communities will subcontract some of the work to C2-Environmenental for a portion of the work. A summary of the activity/deliverables of the grant had been previously emailed to the group. That document is attached as Attachment A to these Meeting Notes.

Andrew Gashwazra agreed that the summary of activities and status provided by Cole was the same understanding he had for the project. It was noted that the EDA contract to fund the continuation of the work is being extended through the end of December 2020 to address the delay caused by the pandemic. Gloria Lomahaftewa indicated that it sounded as if the requirements as defined by the Federal Agency were being met by the activities that have been completed and will be finalized soon.

Next Meeting
It was agreed that the group would meet monthly on the second Thursday at 3:00 PM MST.

Adjourn

The meeting was adjourned at 10:53 PM.
Attachment A: Project Overview

During the preparation for the grant proposal, the Hopi Tourism Cohort reviewed their top priorities over the eight-months of planning for tourism development. Only the top priorities have been considered for implementation to this project.

Purpose #1: Development and Maintenance of Hopi Tourism Website – Building Communities and its website contractor will develop a new Hopi Tourism website (or coordinate with the existing MDC webmaster) that promotes the approved locations, ceremonies and businesses relevant to tourism at Hopi. A commitment to maintain and update the website will be made over a 36-month project (beyond the grant-funded project).

Purpose #2: Creating a Hopi Tourism Organizational Structure – During the Hopi Tourism Strategic Planning process, the members of the Hopi Tourism Cohort have made it clear that they believe that a structure “outside of the Hopi Tribe” is necessary in order to have the effectiveness needed to advance the industry. This effort will examine various alternatives, including the expanded role of the Moenkopi Developers Corporation in playing a lead role with tourism development and advocacy.

Purpose #3: Networking with State and National Tourism Associations – Over 2019, efforts have been made to increase the networking and connection of Hopi Tourism interests to state and federal tourism associations and organizations. This effort will be continued and expanded under this Tourism Strategic Planning Implementation Project.

Purpose #4: Organizing and Promoting Hopi Tour Operators – Historically, a successful effort was made to identify all Hopi Tourism operators and to produce a brochure promoting such services. This effort will be renewed and updated.

Purpose #5: Locating Sites and Describing Development Requirements for Essential Tourism Facility Development (Visitor Center/Welcome Center, Restroom Facilities, Parking/Rest Areas, Garbage/Waste Receptacles) – Locating land for development is exceptionally complex at Hopi, based upon both the federal government oversight of trust land and the differing interest and pursuits of Hopi clans. Despite this, the project will result in the identification and approval of a location for a facility that “welcomes” visitors to Hopi, this project will result in locating such a facility as well as much-needed restroom facilities and parking area. Note: the restroom and parking area may be sited in coordination with the effort to locate the best site for a visitor center/welcome center.
Hopi Tourism Strategic Plan
Tourism Cohort
Meeting Agenda
Thursday, November 12, 2020 — 3 PM MST
Zoom Video Conference/Teleconference

1. Call to Order
2. Self-introductions
3. Presentation of Draft Hopi Tourism Strategic Plan
4. Feedback on Tourism Strategic Plan
5. Other Business
6. Next Meeting — Thursday, December 10, 2020 at 3 PM
7. Adjourn
MEETING NOTES
November 12, 2020
3 PM – 4 PM
Zoom Teleconference

1. Call to Order
   The meeting was called to order by Brian Cole at 3:02 PM MST.

2. Self-introductions
   Meeting attendees included Gloria Lomahaftewa, Romalita Laban, Andrew Gashwazra, James Surveyor and Brian Cole. Berni Navakuku and Cedric Kuwaninvaya were unable to attend.

3. Presentation of Draft Hopi Tourism Strategic Plan
   Brian Cole indicated that he had distributed a draft of the Tourism Strategic Plan to the meeting invitees. He then requested feedback on the plan.

4. Feedback on Tourism Strategic Plan
   Romalita indicated that she would prefer that her participation on the Tourism Cohort be in conjunction with her work at the Tutuveni. Gloria added that she identified several names and titles/organizations that needed to be updated in that particular appendix. She would provide those updates to Brian.

   James indicated that he thinks about the tourism planning and implementation work in “phases.” It would be good for the current and future planning efforts to think about such phases, especially given the current impacts of the pandemic on the tourism industry. James also indicated that it is good to focus on the beneficiaries of the tourism planning—the actual people and businesses that will benefit.

   Gloria indicated that it would be beneficial to list the 12 Villages and note how each of the Villages have a different perspective in terms of the desire for tourism activities. Brian asked if there was conventional wisdom or some document that he could refer to that references the differing perspectives of the Villages on their preferences on tourism. Gloria indicated that such a document was not available. It was agreed by the Tourism Cohort that the Tourism Strategic Plan should include contact information for each of the Villages. Cole indicated that he would add such an appendix. It was agreed that the appendix should not have the names of people, as frequently the Community Service Administrators change jobs.

   Gloria noted that many of the Villages have an entrance sign that describes some of the expected activities and constraints (no photographs, for example) on visitors. Gloria indicated that it would be beneficial to show one of those signs in the plan. Brian indicated that he had recently taken a photograph of the sign at Upper Moenkopi Village and would include it in the plan.
James indicated that the conventional wisdom in the visitor industry is that the pandemic will continue to depress tourism activity in 2021 and perhaps 2022. The industry is not expecting a full rebound until 2023-2024.

James indicated that he has access to statistics from the Arizona Office of Tourism and the United States Travel Association.

Romalita asked about the expected role of the Tourism Cohort related to the recent grant received by MDC. James and Brian responded that it was expected that the Tourism Cohort would be involved as a “Steering Committee” for the work ahead. Brian noted he intended to broaden the Tourism Cohort back to its original size in 2021 for that purpose.

Andrew asked about the status of the Hopi Tourism Travel and Training Fund (HTTF). Brian Cole indicated that approximately $6,880 remains in the account.

It was agreed by the attendees that it would be advisable to hold a “local session.” That is, rather than utilizing the funding to send Hopi people to tourism events off the reservation, it would be better to coordinate an on-reservation training session. Brian then asked about the advisability of on-reservation group gatherings. It was then clarified that a virtual event would be the best way to go.

James noted that he has several contacts at the Arizona Office of Tourism (AOT) as well as the American Indian Alaska Native Tourism Association (AIANTA). It was agreed that reaching out to this group would be advisable. James indicated that the 2021 AIANTA annual event would be hosted by the Fort McDowell Indian Reservation.

Romalita indicated that it would be helpful to have a paper defining the “broad strokes” of what such an event might look like. Romalita indicated that she would volunteer to help coordinate such a virtual event.

Andrew suggested that the Tourism Plan make reference to tourism staffing. He suggested that this might be in conjunction with the development of a visitors center. Gloria added that this discussion has been a part of the Hopi thinking on tourism for many years.

James spoke about past and present efforts by AOT to support Hopi tourism. He made reference to AOT information kiosks, one of which is located at the junction of Highway 87 and Highway 264 at Sipaulovi. Another one is at the picnic area near Kykotsmovi. He also made reference to previous work done by the University of Arizona. Romalita responded that the cultural center is more of a “magnet” for visitors than the picnic grounds is. James responded that, indeed, the Hopi Cultural Center is a known destination. He added that much of the Hopi tourism clientele is international, especially European. He noted the importance of optimizing a website with information on Hopi art, food, tour guides and other travel amenities.
Romalita referenced the new Navajo Travel Center near the Twin Arrows Casino Resort at exit 219 on I-40. It was noted by the group that the Hopi Tribe Economic Development Corporation (HTEDC) has plans in that area.

Andrew suggested that the Hopi Comprehensive Economic Development Strategy (CEDS) has valuable tourism-related information. This information could be posted on a new website.

Andrew then asked James about developable land at Moenkopi. James responded that the 1981 Moenkopi Commercial Sites Development Plan included a vision for the utilization of 72 acres. Subsequent to that, a master plan has been developed. James indicated that development ideas can always be presented to the MDC Board.

5. Other Business
   There was no other business.

6. Next Meeting — Thursday, December 10, 2020 at 3 PM
   The next meeting is scheduled for December 10 at 3 PM.

7. Adjourn
   The meeting was adjourned at 4:17 PM MST.
Appendix F: Hopi Tourism Travel and Training Fund Policy
Hopi Tourism Travel and Training Fund Policy
September 2019

Background
As a part of the Tourism Strategic Planning work being performed by Building Communities for the Hopi Tribe under the EDA grant, Building Communities is administering a $10,000 set-aside for a Hopi Tourism Training and Travel Fund (HTTTF). The objectives of this fund are:

- To increase the awareness of Hopi Tourism Advocates of tourism development best practices
- To cover the expenses of Hopi Tourism Advocates for pre-approved tourism conferences and training sessions and tours

The purpose of this policy is to set forth the protocols in order that reimbursements can be made by Building Communities to Hopi Tourism Advocates.

Policy
The HTTTF policy parameters are:

- Only pre-approved travel and training expenses will be reimbursed
- Approval is awarded by Kimberly Janeway of Building Communities
- **Pre-approved ground travel** will be reimbursed at the federal reimbursement rate of $0.58 cents per mile if personal car is used
- **Pre-approved meals** will be reimbursed at the federal per diem rates
- **Pre-approved lodging** rates will be reimbursed at cost
- **Pre-approved rental cars** will be reimbursed at cost
- **Pre-approved airfare**, if required, will be reimbursed at cost. All airfare scheduling must be acknowledged by Kimberly Janeway before final airline reservations are made
- When necessary, Hopi Tourism Advocates may be able to arrange for **direct payment** by Building Communities, rather than seeking reimbursement. Such arrangements must be done in advance in coordination with Kimberly Janeway
- Every beneficiary of the HTTTF shall submit a report that contains the following information: name of event, date of event, location of event, attachments or web links from event and a minimum of three paragraphs that describe the major “takeaways” from the event.

Kimberly Janeway can be reached kj@buildingcommunities.us or (971) 226-2033.
Appendix G: Implementing the Hopi Tourism Strategic Plan
Implementing the Hopi Tourism Strategic Plan

Moenkopi Developers Corporation
Grant from USDA Rural Development

Project Overview

October 2020

During the preparation for the grant proposal, the Hopi Tourism Cohort reviewed their top priorities over the eight-months of planning for tourism development. Only the top priorities have been considered for implementation to this project.

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Appendix H: Project Schedule and Budget
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<th>End Date</th>
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