

Executive Summary
Stimulating Economic Vitality and Resource Conservation in Gateway and Tribal Communities” Policy Forum
September 15, 2009

Hosted by the American Indian Alaska Native Tourism Association (AIANTA), Southeast Tourism Policy Council (STPC), and Western States Tourism Policy Council (WSTPC) with an “Interagency Team of Travel and Tourism” consisting of Federal Government and non-profit tourism organizations’ representatives crafting the framework for the forum.

The goals of the Policy Forum were identified to the presenters with the understanding that presenters and participants were all essential the process of charting the outcomes and recommendations. Keynote presentations by the U.S. Secretary of Transportation, Ray LaHood and U.S. Secretary of the Interior, Ken Salazar provided a sense of leadership and support to the process. Both Secretaries acknowledged an important role for their respective Agencies in supporting the Tourism Industry and contributing towards the objective of creating the support infrastructure of a sustainable industry while recognizing the importance of a continuing dialogue and involvement with gateway communities and Tribes. They let it be known that there is an ongoing commitment to support communication with the partners of industry represented at the Forum and to strengthen their agency’s involvement in the Tourism Industry.

Primary recommendations from the Forum include the following:

- Commitment to further engage Congressional, State, Federal, Tribal, County, City and Regional leaders in the conversation to strengthen sustainability of the industry and assets, both natural and built, to reflect the responsible use of resources and use of public lands in Tourism. An “Agency Heads Recreation Roundtable” or strengthen the participation in Department of Commerce (DOC) Tourism Policy Council.
- Support the development of improved information management and data collection to reflect the economic value of visitation and coordinated marketing and communication. Tools and resources such as demonstrated by the Environmental Systems Research Institute (ESRI) and Oracle software are needed to better assess the management and impact of the industry on related infrastructure.
- Strengthen or improve the programmatic support to the Tourism industry at the Federal Agency level and assure that the Federal Lands, Tribal Lands, and Gateway Communities have a voice in new legislation, ongoing programs and decision making processes.
- Consider this a beginning, building on this and past Policy Forums to continue the work started here and recognize a real commitment to institutionalize solutions and processes resulting in a better managed and sustained Tourism industry through best practices and programs.

Thank you to all who participated and please consider this an invitation to those who were not able to continue the dialogue and provide input to the Forum proceedings.

STIMULATING ECONOMIC VITALITY AND RESOURCE CONSERVATION IN GATEWAY AND TRIBAL COMMUNITIES

Summary notes provided by Candidates for Master's of Tourism Administration
The George Washington University

- Christina Dzingala
- Donnie Leadbetter
- Jason Steinmetz

Opening Session

Master of Ceremonies – Ed Hall, Bureau of Indian Affairs

- Welcoming remarks
 - An interactive day, all attendees are important parts of the process, looking for feedback from everyone

Ray Rivera – Director, External and Governmental Affairs, Department of Interior

Secretary Ray LaHood – Secretary of Transportation

- Kudos to Ken Salazar and quick progress at Interior
- Affirms commitment to close relationship with Interior and Bureau of Indian Affairs to ensure the public have access to these lands
- Tribal and Federal lands are rich cultural heritage and economic strengths serving as rest-stops, gateways, and destinations
- American Recovery and Reinvestment Act - \$140 million made available for over 40 projects on Federal and Tribal lands – used to repair and rebuild park roads, reservation roads, and forest roads. Long term investments to improve safety and accessibility. Deliver concrete employment opportunities
- \$17 million in recovery funds to improve transportation systems on tribal lands
- Keep responsibility in mind for sustainability
- For too long, federal park planning has not given enough attention to environmental, community, and sustainability ramifications of park and public land development
- Federal Transit Administration – awarded \$1.5 million for development of transportation alternatives on public lands
- DoT making efforts to improve life and opportunities on reservation lands
- New day at DoT – committed to promoting responsible forms of transportation and accessibility
- Audience question – efforts to connect the urban and suburban residents to nature, our natural environment? Answer – absolutely, main focus on livable

communities and reduction in automobile traffic – stressing the focus on transportation alternatives.

- Q – Distribution of electric, hydrogen, etc. alternative fuels?
 - A – Higher fuel mileage requirements; EPA moving forward with solid commitment to alternatives

Secretary Ken Salazar – Secretary of Interior

- Excited about commitment of Ray LaHood and DoT to working with Department of Interior
- Right now, there is a new direction in Washington – the agenda is now being created, focus on moving America forward
- About the Dept. of Interior
 - Extraordinary depth to the Department, touches millions of acres of land across the country
 - The National Landscape Agenda of the USA
 - Responsibilities to the First Nations People
- Economic Benefits of the department
 - \$11 billion of revenue related to National Park
 - Thousands of jobs generated by Parks, BLM lands, NWR lands
 - Millions of visitors every year
- Funding of programs
 - Opportunities come on occasion to sculpt the conversation and focus the direction of interior development on long-term sustainability
 - Now is one of those times, to get the DoI back on focus, restore its funding to previous levels, and make a real commitment
 - Land & Water Conservation Fund – Should be used to reinvest in our lands, to take some of the profit we make from the land through development, resource extraction and so on, and use it to better our lands & our country. The funding for this has been virtually non-existent for years, but DoI has a commitment and focus on providing that funding and using the program as a principle tool in the management of our public lands and our conservation efforts.

Federal Perspectives Panel

Terry MacRae – National Park Hospitality Association

Tom Strickland – Chief of Staff, Assistant Secretary of Fish, Wildlife, & Parks – DoI

Jay Jensen – Deputy Under Secretary for Natural Resources – D of Agriculture

John Garcia – Advisory Council on Historic Preservation

Ron Erdmann – Deputy Director, Research & Analysis, OTTI, D of Commerce

Tom Strickland – Department of Interior

- Remarkable team assembled to work in area of Native Affairs. Obama team has brought in smart people committed to addressing Indian issue, spread across the administration in Commerce, Interior, Transport, etc.
- Specific dollars already earmarked in the stimulus act for native land education, transportation, issues

- Two key positions to be filled – head of Fish & Wildlife Service (Sam Hamilton) & head of NPS (John Jarvis) – a real understanding of the role park lands play in local communities. Same at BLM.
- An important moment in time – this administration firmly believes in putting action behind their words. In first seven months, operational dollars have been channeled to public lands. In the recovery act, \$3 billion directed to DoI, plus NPS and DoT money, adds up to remarkable commitment to upkeep of public lands. That will directly affect gateway communities by attracting more visitors to our public lands. Administration is committed.
- Administration is poised to forge a common agenda with gateway communities. For example, an extensive tie-in campaign to the new Ken Burns documentary, America's National Parks.
- Park attendance has been down, but likely seeing an up-tick this year.
- Commitment to encouraging local youth to engaging in hunting, fishing, and other sport activities on public lands.
- Land & Water Conservation Fund – will be fully funded and utilized

Jay Jensen – Department of Agriculture

- Secretary of Agriculture Wilsack has focus on forestry, reconnecting people to the land. Build an appreciation for people of where they get their food & fiber, where things come from. This is a tourism development project, providing people the opportunity to visit these lands.
- 192 million acres – National Forest lands
- 178 million visits to NF lands in 2008
- Activities such as hunting, fishing, and recreation contribute millions of dollars to GDP
- Such activities can only occur with support from gateway communities, including tribal areas
- Respecting tribal sovereignty and tribal rights
- Challenge of managing these lands is finding balance between development and sustainability, and the key to proper development is smart partnerships with industry, communities, tribes, and non-profits
- Again, millions of dollars commitment to basic infrastructure works and maintenance from stimulus act
- Recreation fee programs contribute millions of dollars, and thousands of third parties have operating permits to manage recreation activities on Forest lands. This partnership is vital.
- Volunteer programs and “kids in the woods” programs

John Garcia – Advisory Council on Historic Preservation (ACHP)

- Council helps as a matchmaker, working with federal actors and private or non-profit entities.
- Purpose – to promote preservation and use of the nation's historic resources
- Key aspect of visitors interested in cultural tourism – they stay longer and tend to spend more
- 78% of domestic leisure travelers engage in cultural heritage activities

- Travelers are looking to engage with history at the sites where it happened. Gateway communities are a key such site.
- 97% of internal tourists visit a cultural-historic site
- A focus on historical & cultural tourism naturally facilitates work on sustainability
- Recognition is important, to promote and make an example of areas or cities that smartly manage their heritage sites.
- Preserve America – grant opportunities for communities to receive funds directly purposed for cultural preservation

Ron Erdmann – OTTI

- Mission is promote tourism and reduce barriers of entry to the industry
- OTTI works with federal partners, private companies, and non-profits.
- Travel & Tourism Team – spread among all states and numerous countries.
- Published more statistics of American travel data than anywhere in the world. Track inbound and outbound passengers
- \$800 billion industry
- A lull over the last decade in the # of overseas visitors visiting Native sites
- International travelers who do visit Native sites have a much bigger economic impact than other travelers. Most who visit Native site will visit a National Park also, so encouraging and supporting our parks will have a natural beneficial effect on tribal areas.

Q & A Session

- Q What % of international travelers are visiting native sites and National Parks?
- A 3% to native sites, 18% to National Parks

- Q Efforts to encourage minorities to visit natural lands?
- A Working with civil rights offices....

- Q How to fund visitation efforts?
- A Outcome focused projects, working to ensure that funding is wisely spent; results oriented; Historic Preservation – working with private sector; OTTI – coordinating closely with federal government and other agencies to reduce redundancy; the Travel Promotion Act is currently a very promising potential source.

Gateway and Tribal Perspectives Panel

Diane Shoher – Director, Wyoming Office of Travel & Tourism
 Gerard Baker – Superintendent, Mount Rushmore National Memorial
 Betty Huskins – Chairman, Southeast Tourism Policy Council
 Art Goodtimes – National Association of Counties
 Gerald Kinn – Environmental Systems Research Institute
 Bob Warren – National Association of Gateway Communities

Bob Warren – National Association of Gateway Communities

- Challenge of representing large areas; how do you communicate with all of the stakeholders in a large area, the towns and residents. Some western counties are the size of the state of Ohio. Some communities want to see visitors, some don't.
- MARKETING – a necessary process.
- Focus group conclusions – improve attraction visibility and visitor services
- Federal designations can play an important role – people respect the federal designation of scenic byways and drives.
- International marketing – gateway communities and the state tourism offices have to take lead in this.
- Concerns for the future – the make-up of the family unit is changing dramatically. How do you encourage a single mother to take her children camping? The rise of minorities – how do you market to Hispanics, African-Americans, etc? How do you market new activities?

Art Goodtimes – National Association of Counties

- Many “gateway communities” are actually embedded in Federal lands
- Gateway communities need assistance with issues like search & rescue, sustainable development, maintenance of infrastructure – large cost items that a county, with a small tax-base, is unable to tackle.
- Public-Land Partnerships – roundtables and meetings of leaders from all communities surrounding a public land
- Many county governments have a poor relationship with Federal agencies, and that is a major obstacle to economic development and sustainability.

Betty Huskins – Southeast Tourism Policy Council

- Challenges of running a business in a rural community. Partnerships are necessary.
- Federal designations such as ‘Federal Heritage Area’ can only come about through extensive community partnerships, and these designations then serve to strengthen the ties.
- Mountain South USA – example of knowing your target market, partnering with appropriate stakeholders, and creating successful results for the community.
- Federal partnerships are important, and it's important to come to the table with the Fed with ideas and initiatives of your own.

Gerald Baker – Mount Rushmore National Monument

- As a native American working at a site that is very controversial in native circles, he has an amazingly unique perspective on the Federal-Native relationship.
- The relationship between the government and Native people – it's helpful to see it as a relationship between people. It can't be two separate groups, the government against Native people. It can be people talking together to figure out how to move the relationship forward.
- Example – at the National Park/Tribe level, it's important to get the staff members involved, for them to visit and know the tribe. It can't just be superintendents and supervisor. They often move on, while the staff provides longer-term stability.
- A continuous dialog with native peoples is vital. The government must take the initiative and reach out into the reservations.

- Example – Gerald let initiatives at Mount Rushmore to bring native people and elders into the Monument. Elders now actually staff the Monument to talk about the Native relationship.
- Including tribes in the national parks and monuments can be a crown jewel of a site.

Gerald Kinn – Environmental Research Systems Institute

- Company providing software tools to tribes across the country
- Large supplier to the Department of Interior as well
- Tribal GIS (Global Information System)– a form of communication, illuminating relationships
- Providing technology that connects users to the cultural heritage information they need to guide their travels and explorations.

Q & A

- Q Controversial aspects of Mr. Baker’s initiatives at Mt. Rushmore?
- A He doesn’t court controversy, but by maintaining positivity, he hopes to encourage civil dialog.
- Q State economic crisis? Is Federal money filtering through the states to the tribes?
- A Varies greatly from state to state, as far as their involvement. Gateway communities continue to be the lowest priority on a state’s to-do list, and some states in fact rescind and borrow money from local communities due to budgetary problems. Highlights the need to forge partnerships with the private sector.

Environmental/Conservation and Historical/Cultural Perspectives Panel

Betsy Baumgart – Montana Office of Tourism

Kevin Coyle – National Wildlife Federation

James Dion – National Geographic Society

Catharine Gilliam – National Parks Conservation Association

Dr. Spencer Phillips – The Wilderness Society

Jeff Soule – American Planning Association

Jeff Soule – American Planning Association (sales pitch for planning)

- A membership organization open to anyone, American Certified Planners imbedded within it.
- Planners support the public interest.
- Involves telling the story of the community, and must have buy-in.
- Community, equity, & narrative
- Federal government, private sector, and NGO’s can benefit by planning, communicating their plans with each other, breaking down barriers between sectors.
- Regional planning has not been a strength in the US but is an area of potential development. Regions need to do a better job planning together.
- APA has branching and members in every state that can assist in training and development programs.

- To make a gateway community work – COMMON VISION. The community has to have a vision of what they want and how to get there. A shared narrative.
- Economic development – Have to consider design of the gateway community. Different types of sites require different development characteristics. Must be in-line with your vision.
- Economic breadth – expand the economic conversation. The most successful communities must be sure to expand beyond tourism.

James Dion – National Geographic Society

- Mission – To get people to care about the planet
- Center for Sustainable Destinations – Advocates geotourism, tourism that has a net benefit on the destination. A form of travel that respects the location.
- 2006 survey of national parks in USA and Canada – the least visited parks had some of the highest scores in sustainability.
- What to learn from that? Maybe there's a lack of awareness of the "other" parks and national lands. How can we get people to move beyond the default, "commodity" tourist destinations; eg. Grand Canyon, Joshua Tree National Park, and so on.
- Requires creative marketing. Engaging the community and using their input to identify what is so special about a place. The resulting marketing (maps, brochures, guides, etc.) give people the tools to make sustainable choices while traveling.
- Problem is one of scale – how to expand such offerings nationwide? Possible idea, an on-line atlas of this information, highlighting geotourism opportunities across America

Catharine Gilliam – National Parks Conservation Association

- Next large-scale process in operation of the National Parks system is actually looking outside the park borders to manage the communities and areas around the parks
- Big events on the horizon – premier of Ken Burns national parks documentary; 150 anniversary of Civil War; 100 year anniversary of national parks system
- Blue Ridge Parkway – expert visitor staff; tied in to historical trails and drives
- Failure of not working with local government = new Walmart just outside a battlefield. Example of community not working well with other stakeholders.
- Importance of grass-roots ideas. Some of the most innovative ideas start with some locals sitting around brain-storming about a local problem.

Kevin Cove – National Wildlife Federation

- The vision of gateway communities
- Depend on the natural areas around them, but also a part of them. In the process of planning gateway communities, things to keep an eye on:
 - America's indoor childhood – on average, an American child spends 44 hours staring at an electronic screen and 4 hours outside, most of that playing organized sports. Most children don't spend unstructured time outside
 - Climate change – More fires, snowpack will be different, river levels altering
 - Shift in racial & ethnic diversity – Over the next 40 years, half of Americans will be non-white. These races require different marketing.
 - Green economy – Alternative energy will become a bigger & higher impact industry. Better information is needed on the effects of climate change.

- Communities need to know how energy development programs will affect their area. Green technology will provide new job opportunities.

Spencer Phillips – The Wilderness Society

- Gateway Community Economics – Not just for tourism
 - Don't put all your eggs in one basket and don't kill the goose that lays the golden eggs.
- Know where your eggs are. Sure, the obvious tourism operators are the hotels, restaurants, etc. But there are other industries that drive tourism:
- High-quality communication and transportation networks. Necessary for successful development.
- Massive trend over the last 30 years of contracting and out-sourcing.
- These trends have led to numerous industries and employees described as “footloose”. You don't have to have all of your employees, plant, etc. located in one spot.
- What can this mean for gateway communities? High income employees have a chance to locate anywhere they want, and they'll choose communities with high-value. Gateway communities....they can leverage the attractions that bring tourists into keeping new, high-income residents, residents that provide tax revenue and shop in the community. They're not tethered to tourism and can provide a dependable community base.
- Sustainable recreation – protect your resources and consider the consequences of land use.
- Recreation activities should be meaningful, providing value that lands beyond the gateway area cannot provide.
- Provide interpretation and networks of experiences, add value to the tourist visit, connect the tourist to local craft and manufacture
- Celebrate what's unique and authentic about the destination, connect it to the tourist experience
- Work with business to ensure commercial developments fit the character of the location

Q & A

- Q Some example of communities getting it right
- A Bozeman, MT; Murray, KY;

Balancing Nature & Commerce in Gateway Communities – McMahon

- Q What characteristics do great “raise an outdoor kid” towns have in common?
- A Proximity to natural areas; regional transportation hubs; high-income

Allison Binney – Staff Director and Chief Counsel, Senate Committee on Indian Affairs

- How can the many stakeholders involved in Indian affairs better work together? Establish relationships between the tribes, find ways to thread the perspective of Native Peoples into the narrative of the history of the USA. Bring in elements of geography. Find efforts to establish synergy between surrounding area and gateway community/reservation. Possible growth area – movie production on reservations. Establish incentives for that. Policy forums are a great starting point for these efforts. Obama is first president with a senior policy advisor on Indian affairs. Key to tribal development - areas with good partnerships in place.

Tourism and Recreation Perspectives Panel

Dean Reeder – National Park Service

Derrick Crandall – American Recreation Coalition

Mike Cerletti – Western States Tourism Policy Council

Bill Hardman – Southeast Tourism Society

Lyle Laverty – National Association of Gateway Communities

Tina Osceola – American Indian Alaska Native Association

Rick Webster – US Travel Association

Key questions for panel – Is sustainable tourism real, or a fad? How are we crafting our invitation to the American outdoors?

Derrick Crandall – American Recreation Coalition

- Public lands managed by the BLM, National Forest, NPS, public lands and waters play critical role in recreation.
- Recreation industry hit hard by economic downturn, especially for big-ticket items; boats, water toys, etc.
- Concessions industry – concessionaires serve over 100 million/year.
- Unfortunate statistic – yearly visits to the National Parks have stayed flat or fallen slightly over the last 20 years.
- The parks are losing opportunities to impact the youth of the country. Families still have leisure time, but they spend it shopping or with computer screens or just inside. We need to change the way Americans view and spend their leisure time.
- The parks aren't icons by accident. The visionaries who developed the parks into what they are today understood that they needed to provide the public (the customers) with the product that they want.
- National parks are spot-on in the current vogue of spending less money and living better.
- Possibility of developing a marketing council for park experiences.
- Project also underway to identify ways to communicate with Americans who are under-represented in park visitation profiles.
- Lessons to be learned from state parks that have been successful; for example, Connecticut

Michael Cerletti – Western States Tourism Policy Council

- WESTPAC – established in 1997, consortium of all 13 western states' tourism offices. Mission – to expand and support tourism in member states
- Very involved in the issue of gateway communities

- Priorities – insuring the vitality of gateway communities; support agency collection of access fees; international tourism marketing;
- Tourism in the west and working with gateway communities or tribes
- Tourism is the largest private sector employer in the state, welcoming over a million visitors a year and generating billions in economic activity
- 40:1 ROI – tourist spending : tourism marketing efforts
- Partnerships by a key role in tourism relationships in New Mexico as well.
- New Mexico centennial – 2012, followed by Arizona’s centennial
- Ecotourism – favors native Americans and gateway communities
- Guidelines to follow
 - Balance economic needs with protection of resources, “golden goose:
 - Close collaboration with federal agencies, tribes, state governments

Bill Hardman – Southeast Tourism Policy Council

- Marketing – definitely an item that needs to be addressed.
- Resource protection and stewardship – Ideas are becoming more widespread.
- Partnerships have to benefit both sides of the equation.
- If you read it, the National Park Service act of 1916 actually makes explicit mention of the need for sustainability and conservation.
- Challenge of managing federal land – Establishing partnerships between Federal agencies and local communities.
- Partnerships between federal lands and commercial enterprises
- Local land resource managers are swamped
- SE tourism society offers 3 year certification program in marketing
 - Recently had a federal employee in the program for the first time, and having him there was highly valuable
- Council has agreed to host two public sector employees for its private classes
- Leadership required at national and regional level to ensure sustainability at all levels. Best way to bring together leadership necessary.

Lyle Laverty – National Association of Gateway Communities

- Asking the hard question about sustainable tourism – So What?
- Are gateway communities actually in tune with the principles of sustainable destination management?
- Or is development period the focus?
- The Flame Act – ½ of the national forestry agency’s budget goes to fire prevention and suppression operations.
- Gateways provide those emergency support services that can drive them quickly broke.
- Travel Promotion Act – Have to put pressure on House members.
- Crafting America’s introduction to the outdoors. Have to get the message out of the opportunities on our natural lands.

Tina Osceola – American Indian Alaska Native Tourism Association

- The part that tribes play in tourism

- Simply put – the Indians are why the tourists come. In the long-term, what are the trends and what is happening to the tribes and communities?
- Who are Native Americans and Alaska Natives today? Take a look at the museums where they have put their culture on display.
- 562 recognized tribes
- Key issue making it difficult for tribes to move forward and for agencies to work closely with the tribes and moving things forward – red tape.
- In 2009 – the tribes are able to set their own rules, as sovereign nations. Tribes are equal partners and define the rules on their lands.
- Tribes are pushing to reduce the red tape.
- Natives are pushing to define things on their own terms. They're no longer just a "feature" of the reservations. They want to define what happens on their land.

Rick Webster – US Travel Association

- Travel Promotion Act
 - Passed Senate and moving through House
 - Great opportunities for gateway communities to reach out to international audiences
 - Corporation for Travel Promotion – In no way is this a bail-out for large cities, for the large parks. This is a national-level program to effectively communicate our border security rules and to issue a broadly-based invitation to visit America.
 - Requires - “ensures that international travel benefits all states and DC” and “promotes travel and tourism to urban and rural areas equally.”
 - International travelers are keen to hit the road and hit the rural areas of the country.
- Sustainable Tourism – is it real?
 - How do you increase travel while mitigating environmental impact?
 - Can the industry even survive environmental change?
 - Hopefully our society will start shifting towards valuing experiences more than stuff and products. The industry is well positioned for this change.
 - It's not a false choice, between more tourism and sustainability.

Q & A

- Q Ways to capitalize on the Ken Burns documentary?
- A There are links out there, for example from American Recreation Coalition, PBS, and the NPS

- Q Measures of success or failure for sustainable development?
- A An area that needs attention

- Q How do we better deliver the product of gateway communities and reservations? It's not on the typical online channels. What measurements are out there for measuring tourism statistics to tribal areas?
- A Another area needing attention. AIANTA is working on a benchmarking process.

- Q Sustainability – In the long-term, can we really expect long-haul travel in the future? Consider its environmental impact, how is travel going to change?
- A No single answer, but the expectation is that travel will indeed change dramatically considering our looming energy restrictions.

CONCLUDING PLENARY SESSION

Drs. John & Kristin Hunt – Stimulating Economic Vitality and Resource Conservation in Gateway and Tribal Communities

- What has been accomplished today? What are key accomplishments that have been made in your community?
 - Policy accomplishments from a cultural side
 - Recognition for sustainable projects
 - Active & effective public/private partnerships
 - Example – the Crooked Road in Virginia
 - National Heritage Areas
 - Historic Preservation Fund/Land & Water Preservation Fund
 - Oregon geotourism project with Nat Geo.
 - RideOregonRide.com – numerous partnerships throughout
 - Federal Tourism Directory
 - Inter-Agency Focus
 - Public-Private Partnerships
 - Wheels to Rails program
 - Continuing recognition of climate change and energy issues
 - Out of conflict can come opportunity
 - National Scenic ByWay Program
 - Reaching out to volunteers; for example, used to staff a visitor’s information center in Arizona.
 - DMO’s working more closely with the Parks
 - Balancing transportation options
 - Livable communities
 - Funnel marketing dollars to organizations that are marketing well already
 - Combing tourism with their parks & recreation plan
- What are some aspirations? If funds were not a barrier, what would we be asking for, what would we want to develop? What recommendations would we put forth?
 - Reroute a percentage of concessionaire fees to be used for marketing
 - Push the industry towards transportation innovation
 - Geotourism, focus on sustainability
 - Federal Lands tourism office
 - Better data sharing across CVB’s
 - New America Community model based on geotourism and destination stewardship

- Transportation alternatives
- Develop an accepted metric of evaluation for sustainable tourism
- Eliminate artificial divide between cultural/historical/natural considerations
- Start up a destination of the year promotion, officially designated by the government
- Promote youth development for civic engagement
- Some sort of entity that can speak for all of the native American tribes
- Highway Authorization – National Park roads are eligible for federal highway trust funds but National Forest roads are not. They should be.
- Fee retention for ski areas
- Hi-speed rail
- Promote “authentic stories”
- Incorporate travel even more into the education system
- By 2052 – make sure kids can still see the uniquely American sights
- What to give up so we don’t have to curb travel, what lifestyle changes?
- Expand research into what will benefit gateway communities
- Funding for National heritage areas
- Wide-scale adoption of tourism satellite accounts
- Tourism Policy Council – reframed to reflect private and public expertise
- Flexibility in grant application policies; reduce bureaucracy

KEY POINTS

- Strategic partnerships – involve all stakeholders: counties, towns, communities, reservations, Federal agencies, park, etc.
- Focus on synergy – avoid having stakeholders replicating efforts
- Push for more marketing efforts
- Public-Private Partnerships
- Coordinated tie-ins to media events, such as the Burns’ documentary
- Strengthen the voice of the tribal communities

Glossary of Terms

Stimulating Economic Vitality and Resource Conservation in Gateway and Tribal Communities Policy Forum, September 15, 2009

Advisory Council on Historic Preservation - The Advisory Council on Historic Preservation (ACHP) is an independent federal agency that promotes the preservation, enhancement, and productive use of our nation's historic resources, and advises the President and Congress on national historic preservation policy. <http://www.achp.gov/>

Alternative Energy - Alternative energy refers to energy sources that have no undesired consequences such for example fossil fuels or nuclear energy. Alternative energy sources are renewable and are thought to be "free" energy sources. They all have lower carbon emissions, compared to conventional energy sources. These include [Biomass Energy](#), [Wind Energy](#), [Solar Energy](#), [Geothermal Energy](#), [Hydroelectric Energy](#) sources. <http://www.altenergy.org/>

American Planning Association - APA is an independent, not-for-profit educational organization that provides leadership in the development of vital communities. We measure our success by the successes of our members and the communities they serve. www.planning.org

American Recovery & Reinvestment Act - This is the economic stimulus package that was passed by Congress on Feb. 13, 2009 and signed into law by President Obama on Feb. 17. The final version is estimated by the Congressional Budget Office to cost \$787 billion over the 2009-2019 period. www.opencongress.org

Blog - A **blog** (a contraction of the term "**weblog**") is a type of website, usually maintained by an individual with regular entries of commentary, descriptions of events, or other material such as graphics or video. Entries are commonly displayed in reverse-chronological order. "Blog" can also be used as a verb, meaning *to maintain or add content to a blog*. Many blogs provide commentary or news on a particular subject; others function as more personal online diaries. A typical blog combines text, images, and links to other blogs, Web pages, and other media related to its topic. The ability for readers to leave comments in an interactive format is an important part of many blogs. Most blogs are primarily textual, although some focus on art (Art blog), photographs (photoblog), videos (Video blogging), music (MP3 blog), and audio (podcasting). Microblogging is another type of blogging, featuring very short posts. <http://en.wikipedia.org/wiki/Blog>

Civilian Preservation Corps - America was in the grip of the Great Depression when Franklin Delano Roosevelt was inaugurated in March of 1933. More than twenty-five percent of the population was unemployed, hungry, and without hope. The New Deal programs instituted bold changes in the federal government that energized the economy and created an equilibrium that helped to bolster the needs of citizens.

Out of this economic chaos emerged the Civilian Conservation Corps (CCC). Its purpose was two-fold -- conservation of our natural resources and the salvage of our young men. The CCC is recognized as the single greatest conservation program in America and it served as a catalyst to develop the very tenets of modern conservation. The work of America's young men dramatically

changed the future and today we still enjoy a legacy of natural resource treasures that dot the American landscape. <http://www.ccclegacy.org/>

Climate Change - A regional change in temperature and weather patterns. Current science indicates a discernible link between climate change over the last century and human activity, specifically the burning of fossil fuels. <http://www.nrdc.org/reference/glossary/c.asp>

Cloud Architecture - Cloud Architectures are designs of software applications that use Internet accessible on-demand services. Applications built on Cloud Architectures are such that the underlying computing infrastructure is used only when it is needed (for example to process a user request), draw the necessary resources on-demand (like compute servers or storage), perform a specific job, then relinquish the unneeded resources and often dispose themselves after the job is done. While in operation the application scales up or down elastically based on resource needs.

<http://jineshvaria.s3.amazonaws.com/public/cloudarchitectures-varia.pdf>

Cultural Tourism - Cultural tourism' (or culture tourism) is the subset of **tourism** concerned with a country or region's **culture**, specifically the lifestyle of the people in those geographical areas, the history of those peoples, their art, architecture, religion(s), and other elements that helped shape their way of life. Cultural tourism includes tourism in urban areas, particularly historic or large cities and their cultural facilities such as **museums** and **theatres**. It can also include tourism in rural areas showcasing the traditions of indigenous cultural communities (i.e. festivals, rituals), and their values and lifestyle. It is generally agreed that cultural tourists spend substantially more than standard tourists do. This form of tourism is also becoming generally more popular throughout the world, and a recent OECD report has highlighted the role that cultural tourism can play in regional development in different world regions. OECD (2009) The Impact of Culture on Tourism. OECD, Paris.

http://en.wikipedia.org/wiki/Cultural_tourism#Destinations

CVB – Convention & Visitors Bureau

These organizations are local tourism marketing organizations specializing in developing conventions, meetings, conferences and visitations to a city, county or region.

<http://www.uniquelytexas.org/glossary.htm>

DMO – Destination Marketing Organization

Destination marketing organizations, often called convention and visitor bureaus, are not-for-profit organizations charged with representing a specific destination and helping the long-term development of communities through a travel and tourism strategy. Destination marketing organizations are usually membership organizations bringing together businesses that rely on tourism and meetings for revenue. For visitors, DMOs are like a key to the city. As an unbiased resource, DMOs can serve as a broker or an official point of contact for convention and meeting planners, tour operators and visitors. They assist planners with meeting preparation and encourage business travelers and visitors alike to visit local historic, cultural and recreational sites. <http://www.destinationmarketing.org/page.asp?pid=105>

Ecological Integrity - The long term ability of an **ecosystem** to self-support and maintain an adaptive **community** of **organisms** having a **species** composition, diversity, and functional organization favorably comparable to that of nearby natural **habitats**.
<http://www.montereynet.net/glossary.htm>

Extractive industries - Extractive industries (oil, gas, and mining) and energy projects leave heavy environmental and social footprints both locally and globally, often causing irreversible damage to land, water, and community infrastructure, and contribute to greenhouse gas emissions. They typically involve large-scale investments in such projects as hydroelectric dams, gas and oil extraction and transport, and coal and mineral mines. Bank Information Center
<http://www.bicusa.org/en/Issue.6.aspx>

Federal Bureau of Recreation - When the Outdoor Recreation Resources Review Commission (ORRRC) proposed a federal Bureau of Recreation in 1962 to promote outdoor recreation, it didn't envision the explosive growth of nonprofits that have laid the foundation for a new of parks and open space. The bureau achieved significant success during its short life. (It began in 1969 as an independent agency in the Department of Interior; in 1978, it became part of the National Park Service's Heritage Conservation and Recreation Service. More than 25,000 parks, pools, baseball fields, and tennis and basketball courts owe their existence to the bureau and the \$2.7 billion in state matching grants from the Land and Water Conservation Fund that it administered until 1981. <http://www.thefreelibrary.com>

Federal Lands - National parks, national wildlife refuges, military reservations, Federal prisons, and public-domain land are all examples of lands owned or administered by the Government of the United States. The Federal Government is responsible for managing and protecting these lands to preserve the resources of the United States, to conduct the business of the Government, and to provide recreational and other opportunities to the public. <http://www.atlas.usgs.gov/mld/fedlanp.html>

Flame Act - H.R.5541 - FLAME Act

To provide a supplemental funding source for catastrophic emergency wildland fire suppression activities on Department of the Interior and National Forest System lands, to require the Secretary of the Interior and the Secretary of Agriculture to develop a cohesive wildland fire management strategy, and for other purposes. <http://www.opencongress.org/bill/110-h5541/show>

Gateway Community - Gateway Communities are vital links connecting Americans with our nation's legacy of natural and cultural resources. Communities adjacent to public lands are vital partners in a relationship that both influence the sustainability of these lands, and simultaneously, the vitality of these unique communities. <http://www.gatewaysusa.org>

Congressional Gateway Caucus - Congressional Gateway Communities Caucus

Date Approved: 9/16/2009

Chairs & Co-Chairs: Rep. George Radanovich and Rep. Heath Shuler

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Geotourism - A term coined by the National Geographic Society's Center for Sustainable Destinations as "Tourism that sustains or enhances the distinctive geographical character of a place—its environment, heritage, aesthetics, culture, and the well-being of its residents." <http://www.nationalgeographic.com/travel/sustainable/>

Green Planning - The term *green planning* refers to the development of a comprehensive and integrated approach for achieving environmental and economic sustainability. Now used by a growing number of communities and businesses, green planning serves as a means to assure the long-term viability of these human endeavors. Green planning dispels the widely held view that sustaining a healthy environment can be overwhelmingly difficult and economically disastrous. On the contrary, participants in the green planning process recognize that economic prosperity cannot be sustained unless the environmental systems that support life are maintained. Communities that engage in green planning often integrate their environmental and economic goals into a broader context called sustainable development. Sustainable development seeks to expand on the aims of green planning by including the issues of social justice and equality along with those of environmental protection and economic development. <http://policy.rutgers.edu/andrews/projects/Greenplanning/pdf/background.pdf>

Healthy Forests - The *Healthy Forests Initiative (HFI)* was launched in August, 2002 with the intent to reduce the risks severe wildfires pose to people, communities, and the environment. By protecting forests, woodlands, shrublands, and grasslands from unnaturally intensive and destructive fires, HFI helps improve the condition of our public lands, increases firefighter safety, and conserves landscape attributes valued by society. President Bush signed the Healthy Forests Restoration Act of 2003 (P.L. 108-148) (HFRA) in December 2003. HFRA, as it is known, contains a variety of provisions to speed up hazardous fuel reduction and forest-restoration projects on specific types of Federal land that are at risk of wildland fire and/or of insect and disease epidemics. The HFRA helps States, Tribes, rural communities and landowners restore healthy forest and rangeland conditions on State, Tribal, and private lands. http://www.forestsandrangelands.gov/Healthy_Forests/index.shtml

Heritage Tourism - The National Trust for Historic Preservation's definition is "traveling to experience the places and activities that authentically represent the stories and people of the past. It includes historic, cultural and natural resources." <http://www.preservationnation.org>

Historic Preservation Fund - The purpose of the U.S. Historic Preservation Fund (HPF) is to help fund the programs engendered by the [National Historic Preservation Act](#) (NHPA). Monies for the Fund were significantly expanded in 1976, when Congress approved deposits to the HPF from Outer Continental Shelf oil leases. The HPF aids the various State Historic Preservation Offices (SHPO) by providing them matching grants, which are used towards [historic preservation](#) across the U.S.[1] The SHPO's, as well as [Native American](#) Tribal Historic Preservation Offices (THPO) [2], have received nearly \$37 million each year from the Fund since 1970.[3] The total outlay from the HPF's inception has exceeded \$1 billion. Wikipedia -

<http://www.nps.gov/history/hps/hpf/hpf-fund.htm>

Interpretation - Telling the story of a site or sites within the context of the broader historical, architectural or cultural themes to help visitors make a meaningful personal connection with the site. <http://www.interpnet.com>

Land Trust - There are two distinct definitions of a **land trust**: 1) a private, nonprofit organization that, as all or part of its mission, actively works to conserve land by undertaking or assisting in land or conservation easement acquisition, or by its stewardship of such land or easements [Land Trust Alliance website](#), and 2) an agreement whereby one party (the trustee) agrees to hold ownership of a piece of real property for the benefit of another party (the beneficiary) [U.S. Legal.com website\[1\]](#). Land trusts, also called land conservancies and more rarely, conservation land trusts, have been in existence since 1891. However, it is only in the last two decades that land trusts began to proliferate, and they now form one of the fastest-growing and most successful conservation movements in American history. 2005 National Land Trust Census (2006), Land Trust Alliance http://en.wikipedia.org/wiki/Land_trust

Land & Water Conservation Fund - Created by Congress in 1964, the *Land and Water Conservation Fund* (LWCF) provides money to federal, state and local governments to purchase land, water and wetlands for the benefit of all Americans. From majestic forests and snowcapped mountains, to wild rivers and stunning beaches, these acquisitions become part of your national forests. Lands and waters purchased through the LWCF are used to:

- Provide recreational opportunities
- Provide clean water
- Preserve wildlife habitat
- Enhance scenic vistas
- Protect archaeological and historical sites
- Maintain the pristine nature of wilderness areas

Land is bought from landowners at fair-market value (unless the owner chooses to offer the land as a donation or at a bargain price). The Fund receives money mostly from fees paid by companies drilling offshore for oil and gas. Other funding sources include the sale of surplus federal real estate and taxes on motorboat fuel. <http://www.fs.fed.us/land/staff/LWCF/>

Livable Communities Program - The three primary functions of transit are to provide an alternative means of personal mobility, increase capacity when needed and contribute to the quality of life in communities. In the context of these functions, the Federal Transit Administration initiated the Livable Communities Initiative to strengthen the link between transit and communities. Transit facilities and services that promote more livable communities are ones which are customer-friendly, community-oriented and well designed resulting from a planning and design process with active community involvement. <http://ntl.bts.gov/DOCS/livbro.html#TOP>

Marketing, Federal definition – TBD. [Note: efforts have been made to identify an official definition but none have been identified so far.]

Non-Governmental Organization

Nongovernmental Organization (NGO) – A group or association that is not directly part of a government body and that seeks to affect change for a specific cause or activity not commercial in nature. In many cases, NGOs operate for a charitable purpose and rely on donations from individuals, corporations, and foundations in order to operate.

http://www.uschamber.com/bclc/programs/disaster/2008_disasterreport_glossary.htm

NPS Tourism Strategic Plan - National Park Service Tourism Strategic Plan – The NPS National Tourism Strategic Plan, developed by the National Tourism Council (NTC) has been reviewed and endorsed by the National Leadership Council (NLC). In announcing her approval and commending the plan to the field, NPS Director Mary A. Bomar stated that “From its origin, our Service has been linked to tourism.” <http://www.nps.gov/tourism/>

National Geographic Sustainability index

National Geographic Sustainability Index = an assessment of authenticity and stewardship, evaluating the qualities that make a destination unique and measuring its "integrity of place." Experts in a variety of fields base their evaluation upon six criteria, weighted according to importance: environmental and ecological quality; social and cultural integrity; condition of historic buildings and archaeological sites; aesthetic appeal; quality of tourism management; and outlook for the future. The resulting Stewardship Index rating represents the average of informed judgments about each place in all of its manifestations - as a whole.

http://press.nationalgeographic.com/pressroom/index.jsp?pageID=pressReleases_detail&siteID=1&cid=1210175010337

National Heritage Area - National Heritage Areas (NHA) expand on traditional approaches to resource stewardship by supporting large-scale, community centered initiatives that connect local citizens to the preservation and planning process. The National Park Service (NPS) provides technical, planning and limited financial assistance to National Heritage Areas. The NPS is a partner and advisor, leaving decision-making authority in the hands of local people and organizations. <http://www.nps.gov/history/heritageareas/FAQ/>

Organic Act Treaty - The National Park Service Organic Act of 1916 which directs the Secretary of the Interior and the Service to manage national parks and monuments to “conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.” www.nps.gov

OTTI – US Department of Commerce International Trade Administration Office of Travel and Tourism Industries The goal of the Office of Travel & Tourism Industries (OTTI) is to enhance the international competitiveness of the U.S. travel and tourism industry and increase its exports, thereby creating U.S. employment and economic growth. <http://tinet.ita.doc.gov/>

Preserve America Program - Preserve America is a federal initiative that encourages and supports community efforts to preserve and enjoy our priceless cultural and natural heritage. The goals of the program include a greater shared knowledge about the nation’s past, strengthened regional identities and local pride, increased local participation in preserving the country’s

cultural and natural heritage assets, and support for the economic vitality of our communities. Since the program's inception in 2003, the First Lady of the United States has served as the Honorary Chair of Preserve America. Detailed information on all aspects of this initiative can be found at <http://www.preserveamerica.gov>

Public Land Partnerships - work in partnership with communities, public agencies and landowners to bring private land into public ownership for parks, open space, playgrounds, community gardens, greenways, trails, habitat and watershed protection, and protecting the special places that give our communities their character -- that say "this is who we are." In addition to working in partnership to protect specific properties and help communities use land conservation for their social, environmental and economic health, we work at all levels of government to try to access and create funding sources and funding partnerships to conserve land for people. Trust for Public Land <http://www.tpl.org>

Public policy

Public policy is the body of principles that underpin the operation of legal systems in each state. This addresses the social, moral and economic values that tie a society together: values that vary in different cultures and change over time. [http://en.wikipedia.org/wiki/Public_policy_\(law\)](http://en.wikipedia.org/wiki/Public_policy_(law))

Rivers, Trails & Conservation Assistance Program (RTCA) of the National Park Service –

The Rivers, Trails, and Conservation Assistance Program is the community assistance arm of the National Park Service. RTCA supports community-led [natural resource conservation and outdoor recreation projects](#). RTCA staff provide [technical assistance](#) to communities so they can conserve rivers, preserve open space, and develop trails and greenways.

<http://www.nps.gov/nrcr/programs/rtca/>

ROI – Return on Investment - In [finance](#), **rate of return (ROR)**, also known as **return on investment (ROI)**, **rate of profit** or sometimes just **return**, is the ratio of [money](#) gained or lost (whether realized or unrealized) on an [investment](#) relative to the amount of money invested. The amount of money gained or lost may be referred to as [interest](#), [profit/loss](#), [gain/loss](#), or [net income/loss](#). The money invested may be referred to as the [asset](#), [capital](#), [principal](#), or the [cost basis](#) of the investment. ROI is usually expressed as a percentage rather than a fraction.

http://en.wikipedia.org/wiki/Rate_of_return

Southeast Tourism Society - Southeast Tourism Society (STS) promotes travel, sustainable tourism and the importance of the travel and tourism industry in 12 Southeastern states.

Members represent all facets of the travel industry and work cooperatively to strengthen the region as a travel destination. <http://www.southeasttourism.org/>

Sustainable Travel [tourism] - Sustainable tourism is an industry committed to making a low impact on the [environment](#) and local [culture](#), while helping to generate income and employment for local people. The aim of sustainable tourism is to ensure that development is a positive experience for local people; tourism companies; and tourists themselves.

http://en.wikipedia.org/wiki/Sustainable_tourism

Tables of Trust concept - The importance of openly and equally welcoming all perspectives on environmental issues. A Table of Trust brings representatives from all interests to the table and

sets the stage for all opinions to be heard directly, without pressure to persuade or even necessarily reach agreement. In doing so, the Table of Trust helps break down the traditionally confrontational attitude between competing parties, and paves the way towards collaborative work on projects. Tables of Trust were critical in the development of the Burn Canyon monitoring group. Visit <http://www.PartnershipResourceCenter.org>

Trails Tourism – A network of trails, often based on a theme, designed to increase tourist visitation. Examples include the Old Tennessee Trail in Tennessee, and the Lewis and Clark Legacy Trail in North Dakota.

<http://nashville.bizjournals.com/nashville/stories/2009/11/02/daily20.html>,

<http://www.willistonherald.com/articles/2009/11/05/news/doc4af3050f70670898335367.txt>

Travel Promotion Act (TPA) - The Travel Promotion Act currently being considered by Congress, sponsored by Senators Dorgan and Ensign in the Senate (S. 2935) and Representatives Blunt and Delahunt in the House (H.R. 2935), would allow the United States to establish a multimillion dollar promotion program to compete on the global stage for the billions of dollars and immeasurable goodwill that would come with additional overseas travelers.

http://poweroftravel.org/statistics/keyissues_intl_tpa.htm

Tribal Community – Made up of American Indian, Indian tribes, and Alaska Natives.

There are 564 federally recognized American Indian tribes and Alaska Natives in the United States. Through Indian Affairs programs, Tribes improve their tribal government infrastructure, community infrastructure, education, job training, and employment opportunities along with other components of long term sustainable development that work to improve the quality of life for their members. <http://www.bia.gov/>

US Department of Commerce Tourism Policy Council - Established by law, the Tourism Policy Council (TPC) is comprised of 18 federal agencies to coordinate travel and tourism issues across federal agencies. The TPC is led by the Secretary of Commerce, and provides a mechanism through which the federal government can address the Travel and Tourism Advisory Board's (TTAB) recommendations. <http://tinet.ita.doc.gov/>

US DOC Office of Travel & Tourism Advisory Board - The U.S. Travel and Tourism Advisory Board serves as the advisory body to the Secretary of Commerce on matters relating to the travel and tourism industry in the United States. The Board advises the Secretary on government policies and programs that affect the U.S. travel and tourism industry, offers counsel on current and emerging issues, and provides a forum for discussing and proposing solutions to industry-related problems.

The U.S. Travel and Tourism Advisory Board consists of up to fifteen members appointed by the Secretary of Commerce. Members represent companies and organizations in the travel and tourism industry from a broad range of products and services, company sizes and geographic locations. Members serve, at the pleasure of the Secretary, from the date of appointment to the Board until the date on which the Board's charter terminates. <http://tinet.ita.doc.gov/>

Viral Marketing - Marketing phenomenon that facilitates and encourages people to pass along a

marketing message. Viral marketing depends on a high pass-along rate from person to person. If a large percentage of recipients forward something to a large number of friends, the overall growth snowballs very quickly. If the pass-along numbers get too low, the overall growth quickly fizzles. http://www.marketingterms.com/dictionary/viral_marketing/

Western States Tourism Policy Council/WSTPC - The mission of the Western States Tourism Policy Council is to foster and encourage a positive environment for travel and tourism by serving as a forum to identify, research, analyze, and advocate the travel and tourism related issues of public policy and opinion in the Western United States. <http://www.wstpc.org>

Widget - In computer programming, a widget (or control) is an element of a [graphical user interface](#) (GUI) that displays an information arrangement changeable by the user, such as a [window](#) or a [text box](#). The defining characteristic of a widget is to provide a single interaction point for the [direct manipulation](#) of a given kind of data. In other words, widgets are basic visual building blocks which, combined in an application, hold all the data processed by the application and the available interactions on this data. [http://en.wikipedia.org/wiki/Widget_\(computing\)](http://en.wikipedia.org/wiki/Widget_(computing))

Youth Corps Legislation – Under the Americorp legislation:

(g) *Youth development programs*. A full-time, year-round youth corps program or full-time summer youth corps program, such as a conservation corps or youth service corps (including youth corps programs under subtitle I, the Public Lands Corps established under the Public Lands

Corps Act of 1993, the Urban Youth Corps established under section 106 of the National and Community Service Trust Act of 1993, and other conservation corps or youth service corps that perform service on Federal or other public lands or on Indian lands or Hawaiian home lands), that:

(1) Undertakes meaningful service projects with visible public benefits, including natural resource, urban renovation, or human services projects;

(2) Includes as participants youths and young adults between the ages of 16 and 25, inclusive, including out-of-school youths and other disadvantaged youths (such as youths with limited basic skills, youths in foster care who are becoming too old for foster care, youths of limited English proficiency, homeless youths, and youths who are individuals with disabilities) who are between those ages; and

(3) Provides those participants who are youths and young adults with—

(i) Crew-based, highly structured, and adult-supervised work experience, life skills, education, career guidance and counseling, employment training, and support services; and (ii) The opportunity to develop citizenship values and skills through service to their community and the United States.

http://www.americorps.gov/help/ac_sn_all/_2522_110_What_types_of_programs_are_eligible_to_compete_for.htm