



# HEART OF CHEROKEE

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FINAL REPORT

NOVEMBER, 2005

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## EXECUTIVE SUMMARY

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This report presents the results of the Heart of Cherokee planning process. The goals of the planning process were to develop the foundations for a Cherokee brand based on traditional Cherokee values and culture, and to create a vision for how the activities of the major cultural attractions in Cherokee could be better coordinated.

A total of six Heart of Cherokee meetings were held from April to November 2005. The committee was composed of local and regional constituencies, including representatives from the EBCI Executive Branch and Tribal Council, Cherokee cultural organizations, hoteliers and merchants, Harrah's, community groups, banks, artists and regional organizations.

The Heart of Cherokee planning process was conducted in a manner that incorporated Cherokee values, and vision statements and action plans that were developed reflect those values. These values were articulated by the Vision Qualla process, and improved and adopted by the Tribal Council.

The Heart of Cherokee committee worked closely with the EBCI Travel and Promotion department and the Goss Agency to develop the foundations for a Cherokee brand. The vision developed for the brand enabled the committee to identify the following areas in which action plans were required:

- Develop Ambassador Corps
- Protect and enhance Oconaluftee River
- Create Cherokee Business Alliance
- Create banners and signs for cultural district
- Prepare updated tourist map for Cherokee
- Expand cultural activities at Fairgrounds

After considerable investigation and research, six action plans were developed in consultation with members of the Heart of Cherokee committee as well as other key people in the community. Action plans define responsible organization, goals/activities, resources and timelines for implementation.

The Heart of Cherokee committee developed suggestions for communicating the results of this work. The Cherokee Preservation Foundation has agreed to take the lead in coordinating the communications.

The following is a brief summary of the six action plans:

**Project Name: Cherokee Ambassadors**

- Home Organization: EBCI Welcome Center under EBCI Marketing & Public Relations
- Goals/Activities: Develop and train a cadre of Cherokee ambassadors who would meet the visiting public on a regular basis and provide special Cherokee greetings and messages
- Resources Required: \$199,000 for training, garment-making, equipment, literature, equipment and payment for services. The most likely sources of funding are the Cherokee Preservation Foundation (first year) and the Eastern Band of Cherokee Indians (subsequent years).
- Timeline for Implementation: Begin May 2006.

**Project Name: Oconaluftee Protection and Enhancement**

- Home Organization: The Economic Development Office will be the organizational home for the greenway and signage activities. The Environment and Natural Resources Office will be the organizational home for the clean up efforts.
- Goals/Activities: Expand the greenway along the river; create interpretive signage; clean up river.
- Resources Required: \$120,000 for interpretive signage on the greenway and for river cleanup. EBCI Economic Development will provide funding for the greenway construction. The most likely source of funding for the interpretive signage and river cleanup is the Cherokee Preservation Foundation.
- Timeline for Implementation: Interpretive signs completed by May 2006.

**Project Name: Cherokee Business Alliance**

- Home Organization: Cherokee Chamber of Commerce
- Goals/Activities: Promote and market member businesses through a directory, web site and advertising; consolidate the voice of the business community on matters of town policy; provide educational resources to member businesses.
- Resources Required: \$50,000 for organizational expenses, along with some part-time administrative support.
- Timeline for Implementation: Begin creation of a formal organization by December 2005; organized operation running by November 2006.

**Project Name: Cultural District Banners and Signs**

- Home Organization: EBCI Marketing and Public Relations
- Goals/Activities: Develop banners and signs and install in and around the entrances and boundaries of the "Cherokee Cultural District."
- Resources Required: \$146,000 for banner and sign design, manufacture of approximately 30 banners, 6 entry signs and 14 attraction signs. Most likely source for funding: Cherokee Preservation Foundation
- Timeline for Implementation: Funding by April 2006, build and install banners and signs by May 2007.

**Project Name: Tourist Map**

- Home Organization: EBCI Marketing and Promotion
- Goals/Activities: Create, print and distribute a new map to orient tourists to the major institutions and cultural attractions of Cherokee.

- Resources Required: EBCI staff time to create map; \$5,000 to print 20,000 copies.  
Potential sources of funding: EBCI Marketing and Promotion, Economic Development for staff time; Cherokee Preservation Foundation for map printing
- Timeline for Implementation: New map completed by April 2006, printed by May 2006.

**Project Name: Expand Activities at Fairgrounds**

- Home Organization: EBCI Indian Fairgrounds Office
- Goals/Activities: enable the Fairgrounds staff to attract and retain the employees needed to run existing and additional events on the Fairgrounds in an efficient way.
- Resources Required: No additional staffing or resources required.
- Timeline for Implementation: New policy in place and implanted by April 2006.

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**ACKNOWLEDGEMENTS**


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The authors would like to gratefully acknowledge the help and assistance we received from many individuals throughout the Heart of Cherokee planning process. Particular thanks go to the members of the Heart of Cherokee committee. Their generous commitment of time and energy enabled this planning process to be conducted successfully.

### Heart of Cherokee Committee

Representative Group	Individual	Organization
Legislative Branch	Marie Junaluska	Tribal Council
Executive Branch	Paxton Myers	EBCI Executive Office
Tribal Programs	Brenda Oocumma	EBCI Deputy Financial Officer
	Mary Jane Ferguson	Marketing and Promotions Director
	Mickey Duvall	Economic Development Director
	George Lambert	Travel & Promotions Manager
	Brian Burgess	THPO
	Jason Lambert	Economic Development
	Doug Cole	Economic Development
Merchants	Janene Lancaster	Native American Craft Shop
	Priscilla Cooper	Ramada Inn Owner
	Bud Lambert	GSM Log Cabin Rentals
	Sheila Lambert	Pow Wow Gift Shop
Cultural Organizations	Bo Taylor	Cherokee Museum/CHA
	Vicki Ledford	Qualla Arts and Crafts
	T. J. Holland	Junaluska Museum
	Davey Arch	Qualla Arts and Crafts; Village
Community Members	Carmaleta Monteith	Community Member
Harrah's	Lynn Harlan	Harrah's Cherokee Casino
Craft Persons	Butch Goings	Craft Person
	Joel Queen	Craft Person/Unto These Hills
Community Clubs	Paula Nelson	Craft Person and Community Clubs
Regional/Tourism	Fred Alexander	Duke Power
	Bill Gibson	Region A Partnerships
	Becky Anderson	HandMade in America
	Joyce Dugan	Blue Ridge National Heritage Area

We would like to thank Jason Lambert, who provided support for all the committee meetings, ensuring that each committee member had everything that they needed to perform

their tasks well. We also want to thank Susan Jenkins, Deb Grant, James Bradley, Ashleigh Brown, Bobby Raines and all the staff of the Cherokee Preservation Foundation, who worked tirelessly with us to complete this project.

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**TABLE OF CONTENTS**

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**Executive Summary..... 2**

**Acknowledgements..... 5**

**Table of Contents..... 7**

**Report Overview..... 8**

**Cherokee Values Statement..... 10**

**Enchanting, Engaging, Authentic – Cherokee!..... 11**

**Cherokee Ambassadors Action Plan..... 14**

**Oconaluftee Protection and Enhancement Action Plan..... 18**

**Cherokee Business Alliance Action Plan..... 25**

**Cultural District Banners and Signs Action Plan..... 30**

**Creation of New Tourist Map Action Plan..... 33**

**Fairgrounds Action Plan..... 37**

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## REPORT OVERVIEW

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This report presents a summary of the work products of the Heart of Cherokee planning process. The goals of the planning process were to develop the foundations for a Cherokee brand based on traditional Cherokee values and culture, and to create a vision for how the activities of the major cultural attractions in Cherokee could be better coordinated.

The report has two sections. In the first section, we present statements of Cherokee core values. These values statements were developed by the Vision Qualla Committee after broad consultation with elders, community members, and Tribal Council. They were approved by the Tribal Council in 2005. We also present a vision of Cherokee in five years. This vision was used to help clarify areas in which action planning was required.

The second section of the report presents the six action plans that were developed by the Heart of Cherokee Committee. For each plan, we present a short summary, and then the detailed action plan. We are pleased to note that a number of these action plans are already being implemented, and that some results should be visible by the beginning of the next tourist season.

# SECTION ONE: VALUES AND VISION

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**CHEROKEE VALUES STATEMENT**

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## Cherokee Core Values

- Prayer, Faith, Spirituality
- Group Harmony
- Strong Individual Character
- Sense of Place
- Honoring the Past
- Educating the Children
- Sense of Humor

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**ENCHANTING, ENGAGING, AUTHENTIC – CHEROKEE!**

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The Heart of Cherokee Committee created a vision for the visitor experience in Cherokee in 2010. This vision helped provide the foundation for the continuing development of the Cherokee brand. It also provided clarity about where action plans are required to move Cherokee from its current state to this new vision. The vision portrays Cherokee will appear to visitors, and how and why they will find it attractive and exciting.

*Cherokee, May, 2010: The Visitor Experience*

The Oconaluftee River greets you at every turn in Cherokee. Visible from new decks on the restaurants and shops, from green spaces and sidewalks, the peaceful sound of flowing water forms a continuing backdrop to Cherokee experiences. Along the new river pathway there are colorful banners flapping in the breeze. Craftspeople, artists and intriguing opportunities for hands-on crafts and activities present themselves as visitors amble along the riverwalk. The breeze brings the enticing scents of Cherokee foods and down-home barbecue from vendors' stalls. The pathway has been designed to enable all visitors to enjoy the river – physically-challenged and able-bodied alike. It also has been constructed in such a way as to ensure that the river maintains its pristine beauty even while being the focus of attention.

The mountains nestle around Cherokee, with sunlight dappling the trees along the river. In the early morning, the brook trout rise to feed, creating widening circles in the river. Hawks circle above you, and elk are visible across open fields. Rhododendrons and mountain laurel bloom everywhere, and guides are available to take you hiking, fishing, horse-back riding, and on trips to historic sites in and around Cherokee.

The tourist district has unique lighting, creating an enticing and enchanting ambiance at night. Couples stroll arm-in-arm along the sidewalks, window-shopping in stores displaying the best of Cherokee arts and crafts, both contemporary and traditional. Cherokee language is spoken everywhere, and many of the store staff are dressed in traditional garb. You hear the distinctive sounds of Cherokee and native American songs spilling from the open doorways of several of the stores. The store and street signs are tasteful and subdued, and all are in both English and Cherokee. Several restaurants highlight seasonal and native foods. You feel as though you have been magically transported into another country, one in which Cherokee art and culture has been infused into every aspect of daily life.

The heritage and history of Cherokee are everywhere. The Museum, the Village and the Drama present the history and culture in ways that engage and inform as well as entertain. There are many opportunities to meet individual artists, including presentations at the Qualla Coop and stores, and classes with the artists in their homes and workshops. You are immersed in culture and engaged by art everywhere in town, through murals, sculptures, and interpretive signage. You feel embraced by a unique culture, one that is both ancient and modern, welcoming and proud.

Welcome to Cherokee – enchanting, engaging, and authentic.

# SECTION TWO: ACTION PLANS

## INTRODUCTION TO ACTION PLANS

The work on the foundations of the Cherokee brand and the development of the vision for the Cherokee visitor experience enabled the Committee to clarify priority areas for improvement in Cherokee. Making improvements in these areas will help Cherokee to develop into a more attractive place for tourists, and a place that better embodies Cherokee values and traditions. For each of these priority areas, the Committee worked to develop an action plan that would create a visible difference in the next one-two years; that is achievable with the resources that were controlled by the individuals and institutions in the community; and that would support traditional Cherokee values and culture.

This section provides the six detailed action plans that the Committee is recommending to the Cherokee Preservation Foundation and the EBCI Government and Tribal Council.

Each action plan includes the following information:

- Specific goals for the action plan
- Step-by-step description of the actions to be taken
- Leadership and implementation responsibilities
- Where the resources will come from
- Timeline and milestones

The plans are presented first with a summary, and then in detail.

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**CHEROKEE AMBASSADORS ACTION PLAN**

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Action Plan Summary*Goals*

- To develop and train a cadre of Cherokee ambassadors who would meet the visiting public on a regular basis and provide special Cherokee greetings and messages.
- To work cooperatively among organizations in a way that offers to the public a consistent voice of Cherokee hospitality in a variety of locations and venues.
- To promote Cherokee culture and language in the town of Cherokee with the highly visible presence of Cherokee people dressed in traditional or distinctive garments.

*Participants*

- Qualla Arts & Crafts Mutual
- Cherokee Museum
- Oconaluftee Indian Village
- Cherokee Historical Association Box Office
- Cherokee Historical Association Theater Operations
- EBCI Marketing & Promotions
- EBCI Marketing & Public Relations
- EBCI Cultural Resources
- Cherokee Retail Businesses
- Hospitality First (Qualla-T)
- Harrah's
- Cherokee Preservation Foundation

*Activities*

- The participating organizations shall unify and organize their efforts through EBCI Marketing & Public Relations to provide trained ambassadors throughout Cherokee.
- The Cherokee Museum, Oconaluftee Village, CHA Box Office, CHA Theater Operations, Qualla Arts & Crafts, EBCI Welcome Center, Harrah's and selected businesses would participate in presenting Cherokee ambassadors in a variety of locations and situations.
- The EBCI Marketing and Promotions would offer their events and tours to provide opportunities to utilize the hospitality services of trained Cherokee ambassadors.
- Cherokee retail businesses shall seek to employ ambassadors from time to time in order to present a flavor of authentic Cherokee people and their culture.
- The Cherokee Preservation Foundation would consider providing grants to organizations in orders to fund this effort for the first year which include April 2006 through to April 2007.

*Organizational Home*

The EBCI Welcome Center under EBCI Marketing & Public Relations shall take the lead role in organizing and training the Cherokee ambassador corps. They will be supported by the training services of Hospitality First, the designs of the Cherokee Museum and the garment-making capabilities of the people at the Oconaluftee Indian Village. Personnel working for the Cherokee Museum, CHA Box Office, CHA Theater Operations, Qualla Arts

& Crafts, and EBCI Welcome Center will form the first group of participants, to be joined later by Harrah's and other retail businesses.

The marketing of Cherokee is the key objective of this project. That responsibility ultimately resides with EBCI Marketing & Promotions, with some shared responsibility resting with Harrah's and the retail businesses.

#### *Resources Required*

- First year budget is estimated at \$199,000 for training, garment-making, equipment, literature, equipment and payment for services.

#### *Potential Funding Sources*

- Cherokee Preservation Foundation
- Eastern Band of Cherokee Indians
- Harrah's
- Individual retail businesses

#### *Timeline*

- EBCI Marketing & Public Relations begins planning in December 2005 for implementation in May 2006. This includes both ambassadors within the Welcome Center, as well as providing step-on guides for tours as a part of the Receptive Tour Operator function.
- Qualla Arts & Crafts, CHA and Cherokee Museum plan for a June 2006 implementation of ambassadors within their organizations.
- Build kiosks and provide additional roving ambassador presentation sites beginning in June 2007.
- Assist Harrah's and other retail businesses in providing ambassador services by June 2006.

## Cherokee Ambassadors Action Plan Details

### Organizational Home

EBCI Marketing & Public Relations has the primary responsibility for providing Cherokee ambassadors with an organization that supports their development and provides services to coordinate management, recruitment, training, garment design, garment-making, equipment needs, literature preparation and general logistics coordination.

EBCI Marketing & Public Relations shall have the responsibility for recruiting, training and managing any roving Cherokee ambassadors, as well as those employed in the Welcome Center and as step-on guides as part of the Receptive Tour Operator function.

### Participants

The ECI Welcome Center under EBCI Marketing and Public relations shall train and dress their employees and step-on guides as ambassadors. The decision regarding which employees to train and dress shall rest with management.

Qualla Arts & Crafts Mutual, Cherokee Museum, CHA shall train and dress their employees as Cherokee ambassadors so they can meet and greet the visiting public as a standard requirement of their employment. The decision regarding which employees to train and dress shall rest with management of the organizations.

EBCI Marketing & Promotions shall seek opportunities to utilize the Cherokee ambassadors in a variety of occasions, including events, tours, remote activities, and perhaps radio and television broadcasts. Some of these ambassadors shall include Cherokee Royalty.

Cherokee retail businesses shall be encouraged to participate in the Cherokee ambassador program either by hiring and training their own Cherokee ambassadors, or by arranging to rent Cherokee ambassadors through the EBCI Welcome Center from time to time.

Harrah's shall be encouraged to participate in the Cherokee ambassador program by developing and training their selected employees to act as ambassadors and greeters.

Retail businesses shall be encouraged to participate in the Cherokee ambassador program by utilizing the roving ambassadors and paying for their services, or by hiring and training their own Cherokee ambassadors.

Hospitality First and the Cherokee Museum shall develop and offer training courses for Cherokee ambassadors that combine Qualla-T hospitality training with Cherokee culture, history and language. Specific recitations and scripts shall be created for the ambassadors as needed.

EBCI Cultural Resources shall, at their option, have the Cherokee Royalty trained, dressed and employed as Cherokee ambassadors, assisted by the EBCI Welcome Center.

### **Program Activities**

EBCI Welcome Center under EBCI Marketing and Public Relations shall act in the role of coordinator and manager in the planning and development of the Cherokee ambassador corps.

EBCI Marketing & Public Relations shall be the primary recipient of funding to carry out this project for the first year of implementation. They shall let subcontracts to organizations and individuals for providing services, including training curriculum development, ambassador training, garment purchase and garment making.

Hospitality First and the Cherokee Museum shall support the development of the Cherokee ambassador corps by first creating appropriate hospitality training materials, derived from Qualla-T materials as well as from Cherokee language, culture and history materials.

The Cherokee Museum shall provide support and guidance to personnel in the Oconaluftee Indian Village in the design and preparation of traditional garments in the designated historical periods. Other contract seamstresses may also be utilized under subcontract to the Cherokee Museum or other organizations.

The EBCI Welcome Center, Cherokee Museum, Qualla Arts & Crafts and CHA shall recruit and train individuals within their staffs to participate in the Cherokee ambassador corps. Decisions on the extent and type of training and dress shall rest with the individual managers.

The EBCI Welcome Center shall recruit other individuals such as Cherokee Royalty to act as roving Cherokee ambassadors.

Hospitality First, with the support of the Cherokee Museum, shall coordinate and implement the hospitality training of the Cherokee ambassador corps in the various organizations. Specific recitations and presentations will be developed utilizing Cherokee language, culture and history.

EBCI Marketing and Promotion would seek to involve the participation of the roving Cherokee ambassador corps in a variety of events, tours and other activities.

The Cherokee ambassador program shall be introduced to Harrah's and retail businesses by EBCI Marketing & Promotions to encourage their participation.

**Resources Required (estimates)**

First year budget of \$199,000 for:

Training curriculum development and implementation	\$35,000
EBCI Welcome Center planning & administration	\$55,000
Garment design	\$12,000
Garment-making	\$35,000
Equipment preparation, such as 3 portable kiosks	\$21,000
Literature creation	\$ 7,000
Payment for roving ambassadors	\$28,000
Miscellaneous expenses	<u>\$ 6,000</u>
<b>Total</b>	<b>\$199,000</b>

**Potential Funding Sources**

- Cherokee Preservation Foundation
- Eastern Band of Cherokee Indians
- Harrah's
- Individual retail businesses

**Timeline**

- EBCI Marketing & Public Relations submit grant application to Cherokee Preservation Foundation by December 5, 2005.
- EBCI Marketing & Public Relations obtain funding by April 2006.
- EBCI Marketing & Public Relations begin planning and coordination by April 2006.
- Hospitality First and Cherokee Museum begin training development April 2006.
- Hospitality First and Cherokee Museum train ambassadors beginning June 2006.
- EBCI Welcome Center plan for a May 2006 implementation of Cherokee ambassadors.
- Qualla Arts & Crafts, CHA and Cherokee Museum plan for a June 2006 implementation of Cherokee ambassadors.
- Build kiosks for roving ambassador presentation sites by June 2007.
- Assist Harrah's and other retail businesses in providing ambassador services by June 2006.

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**OCONALUFTEE PROTECTION AND ENHANCEMENT ACTION PLAN**

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Action Plan Summary*Goals*

Develop ways to increase access to the Oconaluftee River, while simultaneously improving the river's health and cleanliness

*Participants*

EBCI Economic Development Office

EBCI Historic Preservation Office

EBCI Fish and Game

EBCI Environmental Preservation

Community members interested in preserving and improving Oconaluftee

Businesses located on Oconaluftee

*Activities*

A greenway will be built along the Oconaluftee. It eventually will extend from behind the downtown shops along the river all the way up to the National Park. There will be interpretive signs placed along the greenway to provide information on nature, history, and folklore of the area. There may also be a small nature center with aquariums placed in one of the buildings along the greenway. In addition to the greenway, an effort will be made to remove unsightly elements from along the river. This includes abandoned sewer lines, abandoned cars, and other trash. There will be an annual clean-up in the fall, linked to the statewide "Clean Sweep" effort.

*Organizational Home*

The Economic Development Office will be the organizational home for the greenway and signage activities. The Environment and Natural Resources Office will be the organizational home for the clean up efforts.

*Resources Required (preliminary estimates)*

- Greenway construction: [to be determined]
- Nature center: [to be determined]
- Interpretive signs: \$105,000 (10 signs at \$7,000 each plus \$10,000 for design work and \$25,000 for additional activities)
- Clean-up activities, removal of sewer lines, cars, etc: \$15,000

*Potential Funding Sources*

- Greenway construction: CIP funds
- Nature center: Federal grant
- Interpretive signs: Cherokee Preservation Foundation
- Clean-up activities, etc: Cherokee Preservation Foundation

*Timeline*

Greenway construction: currently underway. Interpretive signs could be completed by May, 2006. Clean-up activity will start this September 2005. There will be a major effort scheduled for September, 2006.

## Oconaluftee Protection and Enhancement Action Plan Details

### Participants

This action plan would require coordinating the activities of all the EBCI offices that have oversight or input into the management of the Oconaluftee River and into the preservation and advancement of Cherokee culture. These would include:

EBCI Economic Development Office

EBCI Historic Preservation Office

EBCI Fish and Game

EBCI Environmental Preservation

It might also include EBCI Travel and Tourism, which has an interest in creating additional draws for tourists.

The action plan also would seek to engage community members with an interest in the Oconaluftee. This would include:

Community members interested in preserving and improving Oconaluftee

Businesses located on Oconaluftee

Tribal members whose property abuts the Oconaluftee

### Program Activities

A greenway will be built along the Oconaluftee. It eventually will extend from behind the downtown shops along the river all the way up to the National Park. The Economic Development Office is currently installing a greenway on the riverbank near the Boundary Tree property. In the future, they will be able to continue this greenway up the river past Saunooke Village to the pedestrian trail that leads up into the National Park.

As part of the redevelopment of the downtown “horseshoe area”, the Economic Development office will be putting in a greenway along the river behind the buildings. There will be a fountain and open area connecting the greenway to the parking lot of the horseshoe area. Once the downtown bridge is repaired, the Economic Development Office will be able to put in a greenway linking downtown with the Island Park.

The greenway will have up to ten interpretive signs along the path that would explain to visitors the plants, fish and birds that they were seeing; the history of the area; and, folklore and legends associated with the river and the area. These signs would be designed to have some elements in common with the interpretive signs that are being placed along the Oconaluftee River trail in the national park (the trail that leads from Saunooke Village up to the mountain farm replica).

There may also be a small nature center with aquariums placed in one of the buildings along the greenway. This nature center would have information on fish, wildlife, and endangered species.

### Sign Design Process

We recommend creating a Sign Design Committee to oversee the development and design of the signs. This committee will be responsible for deciding who the audience for the signs is, where the signs will be located, what information will be included on the signs, and what kind of information will not be included on the signs. They will choose the artwork for the signs and oversee the wording and translation of the signs. The Economic Development Office will have responsibility for the manufacture and installation of the signs. The Economic Development Office will ensure that there is an agency in the Tribe that has accepted responsibility for maintenance of the signs.

The Sign Design Committee will not be responsible for the design and implementation of the greenway or of the river clean-up.

The Sign Design Committee membership should include a cross-section of ages and economic backgrounds. It is important to reach the grass-roots elements of the Cherokee community. It should have people who can represent the point of view of the tourists as well as the residents. The Sign Design Committee also should include a representative from Travel and Tourism, so that the sign patterns, color and design can be coordinated with the promotional approach that Travel and Tourism is using.

#### *Choosing locations and themes*

Barbara Duncan from the Cherokee Museum will lead the sign design process. The sign design process will start by choosing locations and themes for the signs. It may be helpful to gather input from the Tribal Historic Preservation Office, the Cultural Resource Office, the Economic Development Office, and the Travel and Tourism office. Each of these can provide useful information on where signs might be best located.

Once the locations are chosen, the committee will then develop potential themes and image ideas for each location. It will gather input from elders, historians, artists and residents about the cultural and historical significance of each location, and what each location might best illustrate.

The committee will then select 2-3 artists, a writer, and a design/communications firm with whom it will work to develop the signs. One way to choose the artists and the writer which would not put undue burden on them would be to ask individuals who are interested in working with the committee to submit a sample of their portfolio of work. The design/communications firm could be chosen through an RFP process. The rationale for choosing the entire team at the beginning of the design process is that it will make it easier to develop signs that meet the committee's vision, and also have a coherent look and feel to them.

The design process will then turn to developing a simple mock-up of each of the ten signs – draft text, sample design elements, and pencil sketch of the image. These will then be discussed with the following groups to ensure that the draft design is acceptable:

- Tribal Historic Preservation Office – to help ensure that historic elements are accurate.
- Cultural Resource Office – to help make sure that cultural information is accurate, and also that it is appropriate to share it.
- Elders Council – to get their input and guidance.
- Travel and Tourism – to coordinate the design elements with those in the publicity materials that Travel and Tourism has prepared.

Once these groups have given their input, the draft designs can be further developed, coming up with an initial mockup of the signs. At this point, it would be a good idea to invite public comment. The draft signs could be posted someplace public, and people could be invited to view them and provide input at a particular time. This would help to ensure that there wasn't something that residents might find offensive about the signs.

Once Cherokee residents have had a chance to provide their input, the text, design elements, and images can be finalized. The text would then be translated into Cherokee. The committee members suggested using Garfield Long, Jr. to translate the text and ensure that the Cherokee syllabary is used accurately. He worked with the Park Service in developing the signs for the River Trail. He also translates all the road signs in Cherokee.

The final sign designs would then be turned over to the Office of Economic Development for manufacture and installation.

### Greenway Issues

There are number of important issues that will need to be addressed in creating the greenways:

- 1) Individual holdings. Some of the property along the river is held by individuals, not the tribe. It will be necessary to work with individuals to get a right of way through their properties. This can be time-consuming.
- 2) Businesses that abut the river. Newfound Lodge, the Drama Inn, Burger King and other businesses have buildings that come right up to the edge of the river, and in some places cantilever out over the river. It may be necessary to route the walk on the other side of the river in these cases.
- 3) Public nuisance. The greenways have the potential to be a site where there may be public nuisances. It will be important to develop and enforce regulations for the greenway system, including dogs on leash, public drunkenness, littering and loitering.
- 4) Bank stabilization and river health. It will be important to develop the greenways in a way that preserves fish habitat, river vegetation and trees.
- 5) Stream access points. It is important to make sure that fishermen have safe access to the river.
- 6) Trash. To keep the greenways clean, it will be helpful to have trash receptacles all along the route.
- 7) Vendors. It will be important to develop a policy controlling when and where vendors are permitted to sell items on the greenways.

The Office of Economic Development will head up the process of resolving these issues by coordinating the efforts of various Tribal organizations that have involvement and jurisdiction over these issues.

### River Clean-up

In addition to the greenway, an effort will be made to remove unsightly elements from along the river. There is an old sewer pipe below the downtown area that appears to be abandoned and could be removed. The former sewage treatment plant could be cleaned up. Several trees have fallen and are blocking parts of the river. There are a number of abandoned cars along the river.

The annual clean-up would be scheduled to take place in the fall, linked to the statewide "Clean Sweep" effort. This is a county by county effort that occurs in September. It includes rivers as well as street and parks.

### **Organizational Home**

The Economic Development Office will be the organizational home for the greenway and signage activities. Jason Lambert, who has oversight for the CIP funding, will be the lead person from the Economic Development Office for this project. The Environment and Natural Resources Office will be the organizational home for the clean up efforts. Carmen MacIntyre will be the lead person from Environment for the clean up efforts.

### **Resources Required**

*Greenway construction:* [to be determined]

*Nature center:* [to be determined]

*Interpretive signs:* \$10,000 for the development, design, and translation of the signs, and \$70,000 for the printing, laminating, mounting and installation of 42" x 18" signs (ten signs at \$7,000 each). \$10,000 for the Cherokee Museum to cover the staff costs of leading the sign design process. An additional \$15,000 has been allocated for other activities and expenses, which may include site development, committee expenses, an informational booklet, and legal work to establish property ownership.

*Clean-up activities:* the costs for advertising and coordinating the clean-up efforts, and for paying for the removal of cars, trees and pipes: \$15,000. The Committee will explore the cost of removing and re-routing existing storm sewer lines, which are likely to exceed \$15,000.

### **Potential Funding Sources**

*Greenway construction:* EBCI CIP funds have been allocated for the construction of the greenways.

*Nature center:* EBCI Fish and Game Department has applied for a federal grant for the nature center. The Rocky Mountain Elk Foundation may be a source of funds as well.

*Interpretive signs:* Cherokee Preservation Foundation is anticipated to be the primary source for the funding of interpretive signs.

*Clean-up activities:* Cherokee Preservation Foundation is anticipated to be the primary source for the funding of clean-up activities.

### **Timeline**

Greenway construction: currently underway. Interpretive signs could be completed by May, 2006. Clean-up activity will begin this fall to help get the river in better shape for the opening of trout season next spring. A major cleanup will be scheduled for September, 2006 to coordinate with Clean Sweep. In order to be able to remove abandoned vehicles,

property owners need to be contacted and need to give written permission for the removal of the vehicle. The same is true for fallen trees. This process will be started in the fall of 2005.

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**CHEROKEE BUSINESS ALLIANCE ACTION PLAN**

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Action Plan Summary*Goals*

- To develop an alliance of merchants and businesses in Cherokee that would unite and support the interests of the business community.
- To create a more cooperative arrangement between the Cherokee business community and the EBCI Tribal Government that is mutually beneficial.
- To create a pool of resources that helps make better businesses in Cherokee, enhances overall economic development and encourages the growth of new businesses.

*Participants*

- Cherokee Retail Businesses
- EBCI Marketing & Promotions
- Hospitality First (Qualla-T Hospitality Training)
- Harrah's
- Neighboring chambers of commerce
- Regional tourism associations
- EBCI TERO Office
- EBCI Native American Business Development Office
- Cherokee Preservation Foundation

*Activities...the alliance would...*

- Assist existing businesses in improvement, expansion and economic growth.
- Conduct research on Cherokee economic indicators and workforce statistics.
- Consolidate the voice of the business community on matters of town policy.
- Provide educational resources to member businesses.
- Conduct events that strengthen and benefit the business community.
- Be involved in marketing activities with Cherokee Marketing & Promotions.
- Work with businesses in surrounding communities for mutual benefit.
- Participate in quality of life issues in the community.
- Promote and market member businesses through a directory, web site and advertising.
- Provide a consistent, friendly and helpful face to the visiting public.
- Participate in the Cherokee Ambassador Corps.
- Seek relationships with tourism associations in the region.

*Organizational Home*

- The Partnership for the Future of Bryson City/Swain County would be the fiscal agent and organizational home for any grant monies received to develop the Cherokee business alliance. Bill Schutters is the Executive Director and Dave Sawyer is the Board Chairman. They possess their 501(c)(3) non-profit status.
- A group of Cherokee business owners and managers has created an informal organization named the Cherokee Chamber of Commerce. The group is in the process developing a formal organization. They have named a founding board of directors and a slate of officers.

- The Cherokee Chamber of Commerce plans to eventually be an independent non-profit corporation supported by membership dues and other funding activities.

#### *Resources Required*

- First year budget is estimated at \$50,000 for organizational expenses, along with some part-time administrative support.
- The organization will apply for a \$10,000 discretionary grant from the Cherokee Preservation Foundation.
- Much of the initial resources of the group would be volunteer support.
- The group will obtain organizing guidance and assistance from neighboring chambers of commerce and other associations.
- Office space in Cherokee would eventually be required. A temporary mailing address has been obtained.
- EBCI Welcome Center would provide some support.
- EBCI TERO Office would participate where Tribal Member businesses are involved.
- EBCI Native American Business Development office would participate.

#### *Potential Funding Sources*

- Cherokee Preservation Foundation
- Membership dues and business contributions

#### *Timeline*

- Cherokee businesses begin planning for the alliance in November 2005.
- Cherokee businesses hold regular planning meetings beginning November 2005.
- Cherokee businesses obtain \$10,000 seed funding by December 2005.
- Begin creation of a formal organization by December 2005.
- Have an office in Cherokee by June 2006.
- Have an organized operation running by November 2006.

## Cherokee Business Alliance Action Plan Details

### Organizational Home

- The Partnership for the Future of Bryson City/Swain County would be the fiscal agent and organizational home for any grant monies received to develop a Cherokee Chamber of Commerce. Bill Schutters is the Executive Director and Dave Sawyer is the Board Chairman of the Partnership for the Future. They possess their 501(c)(3) non-profit status.
- A group of Cherokee business owners and managers has created an informal organization named the Cherokee Chamber of Commerce. The group is in the process developing a formal organization. They have named a founding board of directors and a slate of officers as follows:
 

President	- Carla Blakely
Vice President	- Darrell Pyle
Treasurer	- Susan Arch
Secretary	- Janene Lancaster
Board Member	- Brian Binney
Board Member	- J. L. Burgess
Board Member	- Heather Duvall
Board Member	- Stacey Epperson
Board Member	- Trent Fouts
Board member	- John Parker
Board member	- David Smith
Board member	- Brad Walker
- The Cherokee Chamber of Commerce plans to eventually be an independent non-profit organization supported by membership dues and other funding activities.
- The initial official Chamber address provided by Trent Fouts is as follows:
 

Cherokee Chamber of Commerce  
P.O. Box 1435  
Cherokee, NC 28719

### Participants

A number of Cherokee businesses have taken the lead in organizing a Cherokee Chamber of Commerce made up from merchants and businesses. The new Chamber has selected a founding board of directors numbering twelve, indicated above. That number includes both EBCI tribal members and non-members.

EBCI Marketing & Promotions would be involved in the organizational effort to define the relationship between that office and the emerging Cherokee Chamber of Commerce. Hospitality First would be available to offer their services in Qualla-T hospitality training for retail merchants and their employees. Harrah's shall be encouraged to participate in the Cherokee business alliance and provide support to the organizational efforts of the group.

Neighboring chambers of commerce such as the Swain County and Haywood County Chambers of Commerce and the Highlands Chamber of Commerce shall be invited to assist by providing technical support to organizational efforts. Regional tourism associations shall

be sought to provide guidance to the organizational efforts of the emerging Cherokee business alliance.

EBCI TERO Office and EBCI Native American Business Development Office shall be invited to provide guidance in developing the portion of the Cherokee Chamber of Commerce charter that relates to certified Native American businesses.

### **Program Activities**

A number of Cherokee business representatives and other participants are meeting regularly and planning the initial steps in the development and formation of a Cherokee Chamber of Commerce. This group of businesses shall determine a Cherokee Chamber of Commerce organizational structure and will develop a set of bylaws.

The initial formative group of Cherokee businesses shall prepare a grant proposal for submission to the Cherokee Preservation Foundation. This group shall be the recipient of seed funding through their fiscal agent to carry out this project for the first year.

The initial group of Cherokee businesses shall continue to meet and plan on a regular basis. The founding board of directors shall act as the volunteer leadership structure through the organizational period. This founding group of Cherokee businesses shall seek support and advice from neighboring chambers of commerce, business associations and tourism associations.

When funding is received, this initial group of Cherokee businesses shall proceed to formalize the organization through incorporation and implementation of a set of bylaws. The Cherokee Chamber of Commerce can conceivably be up and operating to some level by December 2005, with an office in Cherokee later in 2006. The organization shall apply to the IRS for their non-profit status of 501(c)(3) or 501(c)(6). This can take from 6 months to one year. Even without the non-profit status, the Cherokee Chamber of Commerce can operate as a non-profit in all respects, including raising tax-deductible funds through membership dues and other contributions.

The Cherokee Chamber of Commerce shall create a membership drive that seeks to recruit dues-paying members from Cherokee and neighboring communities. The Cherokee Chamber of Commerce shall seek to become an effective force for business and economic improvement in Cherokee throughout 2006 and beyond.

**Resources Required**

First year budget of \$50,000 for:

- Organizational expenses, including preparation of articles of incorporation and bylaws.
- Application to the IRS for 501(c)(3) or 501(c)(6) status.
- Literature
- Part-time administrative support
- Office expenses
- Meeting expenses
- Other resources would include cash contributions from Cherokee businesses, member's volunteer time, pro-bono technical support.

**Potential Funding Sources**

- Cherokee Preservation Foundation (\$10,000 discretionary grant)
- Membership dues and business contributions

**Timeline**

- Cherokee businesses begin planning for a Chamber of Commerce in November 2005.
- Cherokee businesses hold regular planning meetings beginning November 2005 and continuing forward at least monthly into 2006.
- Cherokee businesses obtain \$10,000 seed funding from the Cherokee Preservation Foundation by December 2005.
- Begin creation of a formal organization by December 2005.
- Apply for 501(c)(3) or 501(c)(6) status by April 2006.
- Have an office in Cherokee by June 2006.
- Have an organized operation running by November 2006.

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**CULTURAL DISTRICT BANNERS AND SIGNS ACTION PLAN**

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Action Plan Summary*Goals*

- To develop banners and signs and install in and around the entrances and boundaries of the “Cherokee Cultural District.” The Cherokee Cultural District is defined as the geographic area that includes the EBCI Fairgrounds, Cherokee Museum, Qualla Arts & Crafts, Cherokee Historical Association, EBCI Welcome Center, Mountainside Theater, Oconaluftee Village, Nundayeli Trail and connecting roadways.
- The purpose of the signs and banners is to create a distinctive and unique look and impression when entering the Cherokee Cultural District. Visitors to the District will know from the appearance of the signs and banners that they have entered into a special place in the town of Cherokee, and that special cultural activities and events await them.

*Participants*

- EBCI Marketing & Public Relations (Robert Jumper)
- EBCI Economic Development
- EBCI Marketing & Promotions (Fairgrounds)
- Cherokee Historical Association
- Cherokee Museum
- Qualla Arts & Crafts
- EBCI Welcome Center
- Lift Cultural House
- EBCI Department of Transportation
- NC Department of Transportation
- Cherokee Enhancement Association
- Duke Power District Manager
- Cherokee Preservation Foundation

*Activities*

- Special distinctive banners and signs will be designed and installed at strategic locations throughout the Cherokee Cultural District.
- The banners and signs will be designed by a Cherokee artist. They will contain elements of appearance and content that are artistic and unique to the Cherokee Cultural District. They will define the District through the use of both English and Cherokee syllabary.
- The banners will define the general geographic area of the Cherokee Cultural District. They will be identical banners of the same color and size. They will be placed on poles in a number of locations along the roadways and walkways, along the boundaries of the Cherokee Cultural District.
- The signs will help for visitors find their way into the Cherokee Cultural District. Signs will define entrances on both ends of the District on Highway 441, just north of the Veterans Memorial and just south of the Post Office. Signs will define the entrance where Hospital Road intersects with the road west the Mountainside Theater and east to the Cherokee Museum and Qualla Arts & Crafts. An entrance sign may also be placed on the west side of the bridge from Acquoni Road to Highway 441.

- Signs of similar design and size will define each of the attractions within the Cherokee Cultural District, including Qualla Arts & Crafts, Cherokee Museum, Cherokee Historical Association, Mountainside Theater, Oconaluftee Village, Nundayeli Trail, EBCI Fairgrounds, Lift Cultural House and EBCI Welcome Center.

#### *Organizational Home*

EBCI Marketing and Public Relations under the direction of Robert Jumper is the organization that will be responsible for submitting the grant application and coordinating most aspects of this project. EBCI Economic Development will be responsible for much of the planning and funding since the banners and signs are considered to be within the scope of the Master Plan.

#### *Resources Required*

First year budget is estimated at \$146,000 for banner and sign design, graphical layout, manufacture, installation and maintenance for one year. Organizational planning and implementation costs may be funded in normal departmental budgets for Master Plan implementation.

#### *Potential Funding Sources*

- Cherokee Preservation Foundation
- EBCI Maser Plan Funding

#### *Timeline*

- EBCI Marketing and Public Relations (Robert Jumper) submit grant application to Cherokee Preservation Foundation by December 5, 2005.
- Receive grant funding by April 2006.
- Begin banner and sign planning and design in April 2006.
- Develop a detailed project timeline by June 2006.
- Build and install banners and signs by May 2007.

## Cultural District Banners and Signs Action Plan Details

### Organizational Home

- EBCI Marketing & Public Relations under the direction of Robert Jumper is the primary coordinating organization for the Cherokee Cultural District banners and signs.
- EBCI Economic Development will have a role in planning and funding the banners and signs project under the programs of the Master Plan.

### Participants

- The EBCI Marketing and Public Relations under Robert Jumper has agreed to apply to the Cherokee Preservation Foundation for grant funding.
- EBCI Marketing and Public Relations has also agreed to coordinate various aspects of planning, design and installation of banners and signs, unless other organizations have specific departmental responsibilities for their roles in the project.
- EBCI Economic Development has a role in planning and implementing the banners and signs project under the programs of the master Plan.
- A Cherokee artist (Paula Nelson) has agreed to provide the designs for the banners and signs. Paula's design concept for banners was presented to the Heart of Cherokee and received the approval of that Committee.
- The following organizations have properties that will be affected by this project. These groups will participate in the planning and implementation of banners and signs:
  - EBCI Marketing & Promotions (Fairgrounds)
  - Cherokee Historical Association
  - Cherokee Museum
  - Qualla Arts & Crafts
  - EBCI Welcome Center
  - Lift Cultural House
- EBCI Department of Transportation and NC Department of Transportation shall participate in the planning of banners and signs planning and installation to the extent of their responsibility for road signage.
- Cherokee Enhancement Association may be asked to participate because of their current responsibility for certain seasonal banners.
- Duke Power Company shall participate in the planning where there is a need to utilize their power poles.
- Cherokee Preservation Foundation shall be requested to fund the first year.

### Program Activities

EBCI Marketing and Public Relations under Robert Jumper's direction will carry the primary responsibility for coordinating all aspects of the Cherokee Cultural District banners and signs project.

EBCI Economic Development Office will carry the burden of planning and implementing the banners and signs project under the overall Master Plan program.

These two organizations will work closely with each other and will coordinate their efforts with other participating organizations to ensure that all organization approvals are obtained before proceeding with the actual work of building and installing banners and signs.

### **Resources Required**

First year budget of \$146,000 for:

- Banner and sign design.
- Graphical layouts and preparation for manufacture.
- Manufacture of approximately 30 banners, 6 entry signs and 14 attraction signs
- Preparation of banners and signs installation sites.
- Installation
- Maintenance
- Other planning and implementation costs may be funded in normal departmental budgets for Master Plan programs.

### **Potential Funding Sources**

- Cherokee Preservation Foundation
- EBCI Master Plan Funding

### **Timeline**

- EBCI Marketing and Public Relations (Robert Jumper) submit grant application to Cherokee Preservation Foundation by December 5, 2005.
- Receive grant funding by April 2006.
- Begin banner and sign design in April 2006.
- Begin banner and sign planning in April 2006.
- Develop a detailed project timeline by June 2006.
- Obtain approvals from all participants by June 2006.
- Build and install banners and signs by May 2007.

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## CREATION OF NEW TOURIST MAP ACTION PLAN

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### Action Plan Summary

#### *Goals*



- Create, print and distribute a new map to orient tourists to the major institutions and cultural attractions of Cherokee.

#### *Participants*

- EBCI Marketing and Promotion
- EBCI Economic Development Office
- EBCI GIS Administration
- Cherokee Chamber of Commerce
- Cherokee Cultural Institutions
- Cherokee Artists

#### *Activities*

An updated map of Cherokee will be produced. The map will cover roughly the same geographic area as the map in the current Cherokee Guide. The primary purpose of the map will be to orient tourists to the major institutions and cultural attractions of Cherokee. This would include the Drama, the Village, the Museum, Qualla, and the Casino. The map will include stop lights, landmarks, and other easily visible markers, which can help in providing clear directions to the tourists.

The map will be built from geographic information already contained in the EBCI GIS database. Cultural institutions, businesses and artists will be consulted to ensure that they are represented properly on the map.

#### *Organizational Home*

The EBCI Marketing and Promotion Office will be the organizational home for the development and printing of the new map.

#### *Resources Required (preliminary estimates)*

- Create new map: staff time from EBCI employees.
- Print and distribute new map: \$5,000 (20,000 maps @ \$.25 per map)

#### *Potential Funding Sources*

- Create new map: EBCI Marketing and Promotion, EBCI GIS Administration
- Print and distribute new map: Cherokee Preservation Foundation, EBCI Travel and Tourism

#### *Timeline*

Create new map: completed by April, 2006. Print and distribute new map: completed by May, 2006.

## Creation of New Tourist Map Action Plan Details

### Participants

EBCI Marketing and Promotion will provide oversight and guidance for the creation of the map. The GIS information that provides the basic geographic information for the map will be provided by the EBCI GIS Administration. EBCI employees Josh Istvan and Sherry Pheasant Husky will provide the graphic design and oversee the printing process.

EBCI Marketing and Promotion will obtain input and information from cultural attractions and businesses. This would include:

- Cherokee Chamber of Commerce
- Cherokee Cultural Institutions
- Cherokee Artists

### Program Activities

EBCI Marketing and Promotion will lead the creation of an updated map of Cherokee. The map will cover roughly the same geographic area as the map in the Cherokee Guide. The primary purpose of the map will be to orient tourists to the major institutions and cultural attractions. This would include the Drama, the Village, the Museum, Qualla, and the Casino. It would be useful to include stop lights, landmarks, and other easily visible markers, which can help in providing clear directions to the tourists. It should help tourists to navigate to all parts of the Boundary.

On the reverse side of the map, there will be a listing of Cherokee merchants, hotels, restaurants, artists, and attractions. The map may use color-coding or other methods to organize this information, making it easy for tourists to locate particular organizations. The map may also organize the information in ways that enables tourists to see which businesses, restaurants, hotels and attractions are located within a short walk of one another.

In addition to producing an updated map, EBCI Marketing and Promotion may pursue the task of numbering some of the street lights traffic signs. This information would be incorporated into the map to make it easier for tourists to navigate themselves based on the map.

The map will be built from geographic information already contained in the EBCI GIS database. Cultural institutions, businesses and artists will be consulted to ensure that they are represented properly on the map.

The following individuals may be involved in developing the map: Sherry Pheasant Husky, who has skills as a graphic artist; David Wyatt, who has experience and ability in producing geographic information from the EBCI GIS information system; and Josh Istvan, who is a mapmaker working for the EBCI.

EBCI employees will produce the camera-ready original of the map. Marketing and Promotion will then arrange to have the map copied and distributed.

### **Organizational Home**

The EBCI Marketing and Promotion Office will be the organizational home for the development and printing of the new map. Robert Jumper will be the lead person for this project from Marketing and Promotion.

### **Resources Required**

- Create new map: staff time from EBCI employees.
- Print and distribute new map: \$5,000 (20,000 maps @ \$.25 per map). This estimate is based on prices published on CBC Printing web site. The prices may vary based on the paper stock and finishing.

### **Potential Funding Sources**

- Create new map: EBCI Marketing and Promotion, EBCI GIS Administration
- Print and distribute new map: Cherokee Preservation Foundation, EBCI Travel and Tourism

### **Timeline**

The baseline information for the new map will be compiled from the GIS system by December, 2005. Marketing and Promotion staff will hold several meetings to consult with business owners, artists, and cultural institutions in January and February, 2006. The map will be designed by April, 2006. Marketing and Promotion will print and distribute the new map by May, 2006.

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## FAIRGROUNDS ACTION PLAN

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This action plan is in a very different format from the other plans. The goal of the action plan is to enable the Fairgrounds staff to attract and retain the employees needed to run existing and additional events on the Fairgrounds in an efficient way. Difficulty in attracting and retaining employees for the events has been a significant challenge, and is the most important barrier that needs to be overcome in order to increase the number of events at the Fairgrounds.

The primary approach for achieving this goal is the development of a policy that enables the Fairground staff to request that EBCI employees in other departments, on a voluntary basis, work at events on the Fairground. This approach is supported by the Chief and Vice-Chief. The balance of this action plan provides the draft policy that is under development.

### Goal of Policy

The goal of this policy is to ensure that:

1. Every event that the EBCI hosts at the Fairgrounds has the full staffing required to ensure a high-quality, satisfying experience for all visitor and residents;
2. The events are staffed in a cost-effective way; and,
3. Staffing the events does not become an undue burden on any Tribal department.

### Tribal Employees

Wherever possible, EBCI will attempt to staff the Fairgrounds events using Tribal employees. This provides the highest quality experience. EBCI employees are skilled, experienced and able to meet all the requirements of producing safe, clean, attractive events. The following Tribal departments have staff that could play a role in the special events:

- Finance Revenue Office
- Special Events
- Housekeeping
- Facilities
- Sanitation
- Bottled Water
- Information Technology

The Fairgrounds and Special Events staff in Marketing and Promotions will have the lead role in scheduling, coordinating, and managing Fairgrounds staff on site. Approximately four weeks before each event, they will notify all Tribal Department heads of the staffing requirements for the upcoming event. Tribal Department heads will be encouraged to work with their employees to find individuals who are able and willing to work at these upcoming Fairgrounds events.

Temporary employees

The Fairgrounds and Special Events staff in the Marketing and Promotion Department have the authority to hire temporary employees if required to staff Fairgrounds events. Starting in fiscal year 2006, the Special Events staff can pay temporary employees at the same rate that the Finance Department uses for its part-time staff: \$10.53 per hour.

Even though experience suggests that a significant percentage of the people applying for the temporary employee positions may fail the drug screening test, the policy is still that all temporary employees must take the drug screening test. This is an important measure for safeguarding the safety and security of the events.

The Fairgrounds and Special Events staff will work to help ensure that the core of the Fairgrounds events crew is the same across multiple events. This helps to maintain the event quality. Having an entirely new crew every event can make it challenging to keep consistent quality.