

# EASTERN BAND OF CHEROKEE INDIANS Comprehensive Economic Development Strategy 2018-2022



Eastern Band of Cherokee Indians Department of Commerce June 2018

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### Introduction

The Tribal Council of the Eastern Band Cherokee Indians (EBCI) authorized the EBCI Planning Board to serves as a Comprehensive Economic Development Strategy (CEDS) Committee, for the purpose of preparing and submitting to the U.S. Economic Development Administration (EDA) an updated CEDS document. This new document is intended to replace the CEDS submitted to EDA in 2012. EBCI's vision for its future, as articulated in the CEDS process, reflects an appreciation of its cultural and economic heritage, its natural resources, and its unfolding role as a 21st century rural community that embraces new opportunities. The CEDS Committee created visions and goals for economic development, carried out an economic analysis, and assessed its strengths and weaknesses. Within this framework, the Committee then developed objectives, strategies, and an action plan to achieve its vision and goals. The Committee identified specific projects and programs that reflected these goals and assigned them priority weighting for implementation. The following report documents this entire planning process.

The CEDS Committee wishes to acknowledge and thank the Cherokee Preservation Foundation for its generous support, which helped to underwrite the cost of preparing this report.

### Part I - Background

### Geography & Environment

The Eastern Band of Cherokee Indians (EBCI) is a federally recognized Native American tribe located primarily on the Qualla Boundary1, which encompasses 56,000 acres held in trust by the federal government specifically for EBCI. The 100-square-mile sovereign nation of the EBCI, encompasses parts of five Western North Carolina counties (largest towns): Cherokee (Andrews/Murphy), Graham (Robbinsville), Jackson (Sylva), Haywood (Waynesville/Maggie Valley), and Swain



(Bryson City). Its central community is the town of Cherokee, located within a one-hour drive west of Asheville, NC, and within three hours from several major population centers, including Atlanta, Charlotte, Chattanooga, Greenville/Spartanburg, and Knoxville. This area is bordered by the Great Smokey Mountains National Park.

Western North Carolina has a relatively mild climate year-round; yet, the southern Appalachians terrain and its altitude create a range of average temperatures in the region. As a whole, the region is cooler than adjoining areas, with daytime temperatures varying as much as 20° f, with the winter weather falling into the teens or lower and summers occasionally rising above 90° f. Moreover, western North Carolina has some of the most variable average precipitation in the southeastern United States due to elevation gradients of the mountains. Average annual rainfall is approximately 52 inches and average annual snowfall is seven inches.

# **Population**

As of 2016, EBCI had 15,414 enrolled members, approximately 54% of whom lived on the Boundary. Here is a general profile of the residents of the Qualla Boundary in comparison to the rest of the state:

	Qualla Boundary	North Carolina
Population	9,613	9,886,033
Age (% Under 25 Years Old)	39%	33%
Number of Household (3-persons or more)	3,326	3,815,392
Labor Force Participation / Unemployment Rate	53%/5.2%	65%/4.9%
Median Household Income / Poverty Level	\$27,813/27%	\$50,584/16.4%
Educational Attainment: High School Diploma / College Degree	83%/12%	86%/29%

<sup>&</sup>lt;sup>1</sup> Term used to describe the lands owned and controlled by the Eastern Band of Cherokee Indians.

Here is a general profile of the residents on the Qualla Boundary:

**Age** – Residents of the Qualla Boundary tend to be slightly younger than their counterparts throughout the state, with 39% under the age of 25 as compared to approximately 33% of all North Carolinians.

*Household Size* – According to recent Census data<sup>2</sup>, there were 3,276 households residing on the Qualla Boundary. As compared to the rest of the state, there were a greater number of families (3-persons or more) on the Boundary.

*Employment* – Among the working-age population (16 years or older) on the Qualla Boundary, approximately 53% were in the labor force, as compared to 65% throughout the state, according to recent Census data. The unemployment rate in 2016 averaged 5.2% on the Qualla Boundary, which was relatively comparable to 4.9% for North Carolina.

*Income / Poverty Level* – The median income range on the Qualla Boundary was \$27,813, according to the recent Census data. For the entire state, this income range is significantly greater, at \$50,584. Similarly, the poverty rate on the Qualla Boundary is far greater than the rest of North Carolina.

**Educational Attainment** – A significant area of improvement on the Qualla Boundary is the number of residents who earned a high school degree or better, which stood at 83% in 2015, according to Census data. This level as compared favorably to the rest of the state, which was 86% for the same period. On the other hand, fewer residents (12%) on the Boundary complete bachelor's degree or better than their counterparts (43%) throughout the state.

# The Economy

The economy on the Qualla Boundary has three major segments:

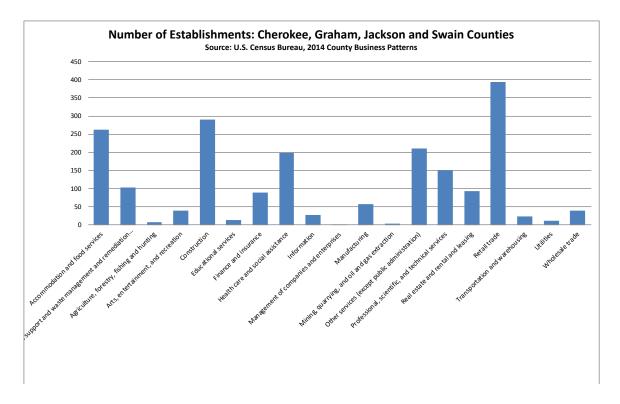
Gaming and Tourism Industries -- Since 1997, EBCI has owned Harrah's Cherokee Casino and Hotel. The resort property is the primary generators of jobs and income on the Qualla Boundary. This property includes a 150,000/sf gaming floor, a four-star luxury hotel with 1,108 guest rooms, a 3,000-seat events center, a 21,000/sf meeting and conference facility, and a new bowling and entertainment center. Caesars Entertainment Corporation (formerly Harrah's Entertainment), the largest gaming company in the world, operates the property under a management agreement. In 2010, EBCI opened Harrah's Cherokee Valley River Casino & Hotel, which added 50,000 sf of gaming space plus 300 guest rooms to the Tribe's gaming enterprises. The other major gaming operation on the Qualla Boundary is Cherokee Tribal Bingo, a 1,000-seat facility. Lastly, there are approximately 2,971 hotel rooms on the Qualla Boundary, including the Casino property.

**Non-Gaming Businesses and Enterprises** -- These businesses are largely tourism-related enterprises According to the Census of Employment and Wages for 2014, there were 2,478 businesses operating within Cherokee, Graham, Jackson, and Swain Counties). The Qualla Boundary accounted for 13% of the establishments, 26% of the employment, and

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<sup>&</sup>lt;sup>2</sup> Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

29% of the wages and salaries in the region. Moreover, "Food Services & Drinking Places" and "Food & Beverages" represented nearly 35% of all revenues generated within this segment. As indicated in table below, the non-gaming businesses and enterprises reflected 20 different industries:



Governmental Operations – This segment includes public administration, education services, health care and social assistance, all of which are provided by EBCI. Although there are relatively few establishments in this sector, it employs many residents, making this sector the largest employer on the Boundary.

## Workforce Development / Use

The largest employment cluster is the public sector, with nearly 37% of labor force work in public sector positions (public administration, education, healthcare, social services). The second largest employment cluster is gaming and tourism on the Qualla Boundary, which employs over 30% of the labor force. In comparison, employment in these sectors accounted for approximately 34% of employment throughout the entire state of North Carolina. Beyond public sector and tourism, there are relatively modest levels of employment in other sectors.

Furthermore, approximately 47% of the adult population on the Boundary is not in the labor force. With only 12% of the residents holding a four-year college degree, educational attainment levels of these residents are not commensurate with the skills needed for high-skilled / high wage occupations. One consequence of these employment trends is lower earnings for residents on the Qualla Boundary, as compared to the rest of the state. The average annual wages by all industries in Cherokee, Graham, Jackson and Swain counties was

\$27,643 in 2015; however, nearly 75% of the households on the Qualla Boundary had income and earnings near or below the state median (\$50,584) during this period, which was significantly higher than the proportion of households (53%) in North Carolina at similar levels of earnings.

## Transportation Access

The Qualla Boundary has ample access to the region's commercial and population centers via U.S. Route 74 / Great Smoky Mountains Expressway. The Asheville Regional Airport also services the Boundary.

### Natural, Cultural, and Economic Resources

There is a shortage of developable land on the Qualla Boundary, with approximately 88% of the total acreage in the forest and unfit for other uses. About 50% of the remaining usable acreage has been developed. Moreover, land use for agriculture consists mostly of growers producing products for personal consumption and some small-scale produce operations that sell products locally. Additionally, the Qualla Boundary contains the following geographic features:

- Thirty miles of freestone streams running through secluded forest settings, suburban roadside areas, and the center of the town of Cherokee. The trout fishing available in these waterways are a major attraction for visitors.
- A system of well-graded and well-marked trails for both hiking and horseback riding.
- Land leased by the EBCI for timber harvesting, which generates a modest amount of stumpage income for the tribe.

One important resource on the Qualla Boundary is the BalsamWest Fiber Net, a 300-miles underground fiber that provides ten counties in North Carolina, Georgia, and Tennessee with excellent high-speed broadband access. The fiber net was created through a joint venture between EBCI and Drake Enterprises. The Qualla Boundary also contains several attractions that celebrate the history and culture of the Cherokee people:

- Oconaluftee Indian Village An authentic replica of an 18th century Cherokee village, with artisans and guides who demonstrate and explain the history and culture of the Tribe.
- Museum of the Cherokee Indian A non-profit museum depicting the history, culture and stories of the Cherokee people, with a permanent exhibition, extensive artifact collection, archives, education programs, artist series, and a gift shop.
- Unto These Hills: Drama of the Cherokee Indians A live re-enactment of Cherokee history through the mid-1800s performed nightly in an outdoor amphitheater from June through August.
- Other cultural attractions include burials sites, arrowhead artifacts, and Cherokee arts and crafts.

# Part II - Economic Development Analysis

### **Industry Clusters**

Two key industry clusters drive the economy on the Qualla Boundary. The first cluster is the gaming and tourism industries (see "Accommodations, Food Services" category in Table 1 above). The flagship for gaming and tourism is the Harrah's Cherokee Casino and Hotel, which is the primary generators of jobs and income on the Qualla Boundary. This property includes a 150,000/sf gaming floor, a 21-story four-star luxury hotel with 1,108 guest rooms, a 3,000-seat events center and a 21,000/sf meeting and conference facility. Visitor-generated revenue at the casino and hotel totaled \$386 million in 2010 after temporarily peaking at \$449 million in 2007. The other major gaming operation on the Qualla Boundary is Cherokee Tribal Bingo, a 1,000-seat bingo facility. The tourism cluster on the Qualla Boundary also includes most of the retail businesses and restaurants.

The second major cluster is the Tribal Government sector, which is the largest employment cluster on the Boundary. This includes Tribal Government, health care, educational services and social assistance, all of which are provided by the Tribe.

The staff for the CEDS process collected and analyzed a range of original source economic data, as well as key Tribally-supported plans and feasibility studies. These include applicable state and regional workforce investment strategies for the Western North Carolina region. The staff also reviewed in detail the past, present and projected future economic development investments for the Qualla Boundary and for the surrounding counties in Region A. Drawing from these sources, the staff developed a detailed analysis of the strengths and weaknesses of the Qualla Boundary economy that may affect future growth. The CEDS Committee reviewed and revised this analysis. The Committee also identified partners that can participate in utilizing these strengths and mitigating the weaknesses. The following is a summary of the strengths and weaknesses as finalized by the Committee:

## Strengths

- Cherokee Heritage
  - o Common culture, history, and values creates and sustains social cohesion
  - Tribal sovereignty allows EBCI to provide business incentives that are unique in the region, including accelerated depreciation, Native American employment tax credit, and no county property taxes
- The Qualla Boundary's history as a popular tourist destination provides an established economic base
  - Revenues from the Harrah's Cherokee Casino Resorts in Cherokee and Murphy help fund governmental operations and numerous social programs, including the opportunity for free higher education for all Tribal members
  - Recently completed bowling and family entertainment center, hotel expansion, convention center, and Fire Mountain bike trail added critical venues for the expansion of the tourism base

- The natural surroundings of the Qualla Boundary continue to attract visitors
  - o The mountains of western North Carolina provide ample reasons for tourist visits
  - The Boundary is the gateway to Great Smokey Mountains National Park and Blue Ridge Parkway brings millions of tourists annually
- EBCI's track record of attracting federal resources helps maintain and upgrade its infrastructure
  - The Balsam West fiber optic loop represents an important investment in the telecom sector
  - New raw water processing facility and new wastewater treatment plant provide increased capacity to accommodate economic growth
  - Other new infrastructure projects include the Justice Center and Cherokee Indian Hospital

#### Weaknesses

- Lagging competitiveness in regional tourism economy
  - o Much of current consumer tourism infrastructure is outdated and not competitive with the offerings in Gatlinburg and Pigeon Forge, TN
  - While gaming tourism has grown tremendously, the Qualla Boundary's consumer and cultural tourism has languished due to an inherent incompatibility with the former
  - o Ban on alcohol sales off casino property makes the area less attractive for more upscale restaurant prospects
- Small local population base restricts opportunities to diversify the EBCI economy
  - o Local workforce has limited job opportunities
  - The small land base and absence of population density is unattractive many retailers who adhere to the traditional business model for locating stores
- Business regulatory process can be cumbersome to investors used to dealing on non-Federal Trust lands

## **Opportunities**

- Improving the cultural amenities and tourist infrastructure could strengthen our regional competitiveness
  - Its cultural heritage gives Cherokee an advantage over other regional destinations in attracting tourists
  - A downtown redevelopment plan can help bridge the commercial corridor between the Casino and Cultural Districts
  - Proposed expansion of the Cherokee Museum, the opening of a tribal archives facility, and the construction of a parking deck would help add a critical mass of consumer tourists to the Cultural District
  - Offering more housing opportunities to non-members of the Tribe who work in ECBI's tourism industry could improve workforce retention and satisfaction by reducing their currently long commutes to the Boundary

- Income from the Casino provide a source of capital for diversifying EBCI's economy
  - The development of additional family-friendly attractions and the expansion of the Harrah's Cherokee Casino would improve EBCI's status as the economic engine of western North Carolina and help position the Boundary as a place to both visit and invest
  - O The Tribe's higher education program is turning out many graduates whose expertise could help the local economy
  - o Recent passage of the Tribal Investment LLC will prove valuable in the procurement of government contracts through the 8A Program
  - o Continued support for small business development should grow over time the base of entrepreneurs among enrolled member

### **Threats**

- A continued overdependence on tourism and gaming will jeopardize the sustainability of EBCI's economy
  - Potential gaming competition from other states could negatively impact Tribal revenues
  - Other regional destinations could outcompete the Qualla Boundary in terms of the availability of hotel rooms and attractions that consumers desire
  - o Small labor pool among enrolled members and the shortage of quality housing for nonmembers may make growth more challenging
- The growing problem of the use of illicit drugs on the Qualla Boundary could adversely impact social cohesion

### Part III - CEDS Goals and Objectives

Beginning in January 2018, the EBCI Tribal Council charged its Planning Board to serve as the body responsible for the formulation of the Comprehensive Economic Development Strategy. The Planning Board (now the CEDS Committee) devoted concerted attention to analyzing key elements of the Cherokee economy. It charged the EBCI Commerce Department to review the opportunity contained in economic area, and develop proposed goals, objectives, and projects or activities related to attain this opportunity. The Commerce Department engaged a consulting firm (BWB Solutions LLC) to complete the assignment and present its findings to the Committee. The CEDS Committee reviewed the findings, adjusted as appropriate, and then approved a draft visions, goals, and projects/activities. Some projects would primarily require planning work, while others are ready to utilize investment. The Committee selected following functional areas:

### **Destination Tourism**

Goal: Enhance the attractiveness of Cherokee as a family-friendly and eco-tourism destination; increase multi-day stays

- Objective A: Add new attractions
- Objective B: Upgrade existing family attractions
- Objective C: Improve attractiveness and cohesiveness of tourism districts

- Objective D: Expand nature tourism offerings
- Objective E: Improve effectiveness of marketing expenditures

## Commercial and Retail Development

Goal: Expand retail offerings and commercial buildings to better meet the needs of Cherokee residents and visitors

- Objective A: Plan and develop major available parcels on the Boundary
- Objective B: Provide technical assistance and support for downtown revitalization

#### Revenue Diversification

Goal: Diversify and expand the sources of tribal revenue

- Objective A: Develop structure to govern and manage tribal enterprises
- Objective B: Identify and invest in attractive business opportunities that capitalize on EBCI unique assets
- Objective C: Identify and make attractive direct investments for EBCI investment portfolio

# Small Business and Entrepreneurship

Goal: Promote the start-up and growth of enrolled member-owned enterprises in the small and micro business sectors

- Objective A: Expand support for small business and entrepreneurship
- Objective B: Make starting and expanding businesses in Cherokee easier

## Part IV - Community and Private Sector Participation

The Comprehensive Economic Development Strategy (CEDS) is defined by the EDA as a participatory planning process that helps "create jobs, foster more stable and diversified economies and improves living conditions." It is the dynamic tool for shaping and guiding the economic future of an area. To be effective, both the development and implementation of a CEDS process requires the collaboration and support of key organizations and sectors.

The CEDS Committee, appointed by the Tribal Council, is a formal team of citizens who convene to review and discuss economic development needs and opportunities on the Qualla Boundary, and to propose activities to address these. By design, the CEDS Committee has diverse membership representing various community sectors and interests including private businesses, financiers, local government, public leadership, economic and business development organizations, employment and training organizations, educational institutions, community groups, and social service organizations. The Committee provides a broad range of viewpoints, experience, knowledge and skills. Please see appendix for list of CEDS Committee members.

The CEDS process involved an interactive process of research and community participation to forge visions, goals, and projects/activities. Although all the CEDS Committee members have been active in Cherokee institutions and community matters, the CEDS process assembled these individuals into a uniquely diverse group that had the expertise and

experience needed to guide a comprehensive assessment of Cherokee's local and regional economy and to set goals for its development. The subcommittees' reports reflect the breadth of the members' perspectives through the persistent overlap of proposed activities across the functional areas.

Encompassing a six-month period of in-depth community planning and input, research and discussion, the CEDS process documented herein, organized and driven by the CEDS Committee, entailed several steps:

- A consulting team (BWB Solutions LLC) gathered data, reviewed reports, and interviewed representatives of key organizations to inform the economic analysis.
- The entire CEDS Committee convened on several occasions to:
  - o Establish purposes and procedures
  - o Review the draft economic analysis
  - o Establish sub-committees, organized by functional areas, to consider and propose visions, goals, objectives, and activities
  - Review the consulting team's finding and establish Project Scoring Criteria and a related process for evaluating the projects proposed by the subcommittees and endorsed by the CEDS Committee
  - Review and approve the proposed projects according to the Project Selection Criteria.
  - o Review and approve the draft CEDS

The CEDS Committee organized two advisory committees that met on several occasions to provide a structured way for community leaders and community members to provide input to the CEDS process:

# The Business and Workforce Advisory Committee consisted representatives from the following stakeholder groups:

- O Tourist-focused retail businesses, including clothing, crafts, gift shops, gas stations and outdoor gear
- o Restaurants
- o Hotels, motels and cabins
- o The Casino
- o Construction
- o Finance, insurance and real estate
- o Health services
- o Two-year educational institutions offering business and technical degrees
- o Four-year educational institutions offering business and technical degrees
- Workforce training and vocational institution

# The Community Advisory Committee consisted representatives from the following stakeholder groups:

- o Representatives from the townships on the Boundary
- Elders
- o Youth and youth-serving organizations
- o Artisans
- o Cultural institutions (including arts, language, cultural preservation, etc.)

- o Environmental preservation and restoration organizations
- Social service organizations

To ensure broad-based and diverse community participation, the CEDS Committee authorized four additional means for soliciting input into the planning process:

- Community Forums The EBCI Commerce Department convened two community
  meetings for enrolled members and other Qualla Boundary residents, presented the
  economic development goals and projects considered by the CEDS Committee, and
  sought input from the community members.
- Elders Forums -- The EBCI Commerce Department convened meetings for tribal elders, presented the economic development goals and projects considered by the CEDS Committee, and sought input from these participants.
- Cherokee Youth Council Presentation The manager of the Ray Kinsland Leadership Institute convened a meeting of the members of this organization, presented the economic development goals and projects considered by the CEDS Committee, and gathered input from these participants.
- EBCI CEDS Facebook Page The CEDS staff established a page on this social
  media site to post information about CEDS and a description of potential projects.
  EBCI members were encouraged to review the information, submit suggestions and
  make comments. This method also provided a means to reach the enrolled members
  who do not live on the Boundary.

Finally, there are several organizations in the region, which can provide financial and informational support to economic development initiatives within the Qualla Boundary, and whose web sites and reports were reviewed by staff:

- North Carolina Economic Development Information System -- A database
  maintained by the state's Department of Commerce, which serves as a clearinghouse of
  information for companies considering North Carolina as a potential place to do
  business. EDIS contains state comparisons, available industrial properties, regional
  information, county profiles, and industry profiles.
- North Carolina Employment Security Commission -- Provides employment services, unemployment insurance, and labor market information to the State's workers, employers, and the public.
- Appalachian Regional Commission -- a federal-state partnership working in Appalachia to create economic development opportunities.
- AdvantageWest / Western North Carolina Regional Economic Development Commission -- non-profit public-private partnership primarily focused on marketing the North Carolina mountains to corporations seeking to relocate or open a new facility or expand an existing business within the region.

## Part V – Strategic Projects, Programs and Activities

The CEDS Committee established the following four criteria to evaluate proposed projects:

- Consistency with community values, goals and plans
- Community Impact
- Readiness to Proceed
- Management Capacity

Rather than precisely defining an order for undertaking projects, the scores function as a general guide to allocation of limited financial and other resources. The following table lists all of the projects considered, along with the projected number of jobs to be created and the lead organizations responsibility for execution:

# Vital Projects

Here is a full description of each project considered by the CEDS Planning Committee, along with the rationale for its scoring. Section VI below notes the information about potential funding for each project.

		Scoring Rationale	Score (Max. Score = 100)
1.	Adventure Park – Construct an indoor waterpark and hotel complex	CEDS Consistency = 18 Community Impact = 32 Readiness to Proceed = 17 Management Capacity = 20	87
2.	Golf Course Hotel and Clubhouse – Construct a new hotel and clubhouse at Sequoyah National Golf Club	CEDS Consistency = 18 Community Impact = 27 Readiness to Proceed = 11 Management Capacity = 20	76
3.	Cultural District Master Plan – Develop a strategy for improving the content and appearance of EBCI cultural attractions (museum, outdoor drama, village, etc.)	CEDS Consistency = 16 Community Impact = 25 Readiness to Proceed = 11 Management Capacity = 20	72

		Scoring Rationale	Score (Max. Score = 100)
4.	Recreational Riding Trails Open to Public – Provide access to EBCI-owned ATV and motorcycle trails for use by the general public	CEDS Consistency = 20 Community Impact = 15 Readiness to Proceed = 20 Management Capacity = 17	72
5.	<b>Downtown Roadway Upgrades</b> – Construct improvements to Route 19 to make it safer for drivers and pedestrians	CEDS Consistency = 18 Community Impact = 21 Readiness to Proceed = 12 Management Capacity = 20	71
6.	Downtown Business Area Revitalization Strategy – Develop a plan to improve the attractiveness of and access to retail shops along Route 19	CEDS Consistency = 18 Community Impact = 18 Readiness to Proceed = 13 Management Capacity = 20	69
7.	<b>Business Incubator</b> – Establish a physical location for services and supports to new arts-related and technology businesses	CEDS Consistency = 16 Community Impact = 27 Readiness to Proceed = 8 Management Capacity = 16	67
8.	<b>Tribal Investment Company</b> – Implement a strategy for investing in private companies	CEDS Consistency = 14 Community Impact = 13 Readiness to Proceed = 19 Management Capacity = 20	66
9.	Trout Hatchery Research and Educational Center – Open a publicly accessible facility for rearing fish	CEDS Consistency = 10	64

	Scoring Rationale	Score (Max. Score = 100)
	Community Impact = 28 Readiness to Proceed = 10 Management Capacity = 16	- 100)
10. <b>Children's Interactive Museum</b> – Develop a state-of-the-art attraction that combines cultural and scientific exhibits for local and visiting families	CEDS Consistency = 14 Community Impact = 21 Readiness to Proceed = 8 Management Capacity = 20	63
11. <b>Additional Biking/Hiking Trails</b> – Expand the Fire Mountain Trail System for mountain bikers and hikers	CEDS Consistency = 20 Community Impact = 14 Readiness to Proceed = 8 Management Capacity = 20	62
12. <b>Off-Boundary Rental Housing for Workers</b> – Develop residential units near the Qualla Boundary for employees of major tourist attractions and accommodations	CEDS Consistency = 20 Community Impact = 19 Readiness to Proceed = 6 Management Capacity = 16	61
13. Computer Listings for Commercial Properties – Create online access to information about stores available for rent on the Qualla Boundary	CEDS Consistency = 11 Community Impact = 17 Readiness to Proceed = 13 Management Capacity = 16	57
14. <b>Fairgrounds Renovations</b> – Improve the Cherokee Indian Fairgrounds to accommodate larger audiences	CEDS Consistency = 11 Community Impact = 16	57

	Scoring	Score (Max. Score
	Rationale	= 100)
	Readiness to	
	Proceed = 10	
	Management	
	Capacity = 20	
	CEDS	
	Consistency $= 13$	
	Community	
15. <b>Cherokee Botanical Garden Restoration</b> – Rebuild the	Impact = 22	54
nature trail near the Oconaluftee Indian Village	Readiness to	34
	Proceed = 7	
	Management	
	Capacity $= 12$	
	CEDS	
	Consistency $= 6$	
	Community	
16. Bureau of Indian Affairs Office Relocation – Relocate	Impact = $22$	
agency from Tsali Blvd. to make space available for new	Readiness to	51
retail development	Proceed = 6	
-		
	Management	
	Capacity = 17	
	CEDS	
	Consistency = 18	
	Community	
17. <b>Data Center</b> – Construct a state-of-the-art facility to	Impact = 22	51
house and manage computer systems for companies	Readiness to	01
	Proceed = 11	
	Management	
	Capacity $= 0$	
	CEDS	
	Consistency = 16	
	Community	
18. <b>Archives Facility</b> – Construct a repository and expansion	Impact = $22$	ro.
space for historic and archeological objects	Readiness to	50
1	Proceed = 4	
	Management	
	Capacity = 8	
	CEDS	
	Consistency = 11	
19. <b>Wayfinding Signage Upgrades</b> – Improve the look and	Community Community	
effectiveness of directional signs on the Qualla Boundary	Impact = 13	44
checuveness of directional signs off the Qualia Doublary	Readiness to	
	Proceed = 6	

	Scoring Rationale	Score (Max. Score = 100)
	Management	
20. <b>Multi-Sports Complex</b> – Construct an indoor / outdoor facility with sufficient space to host sports tournaments	Capacity = 14 CEDS Consistency = 20 Community Impact = 18 Readiness to Proceed = 5 Management Capacity = 0	43
21. <b>Centralized Administration Building</b> – Construct a new facility to house all EBCI government agencies	CEDS Consistency = 11 Community Impact = 23 Readiness to Proceed = 6 Management Capacity = 0	40
22. <b>New Supermarket</b> – Build another major food store on the Qualla Boundary	CEDS Consistency = 12 Community Impact = 11 Readiness to Proceed = 6 Management Capacity = 0	29
23. <b>Agricultural Center</b> – Construct an exhibition and service center for farming-related businesses	CEDS Consistency = 4 Community Impact = 5 Readiness to Proceed = 3 Management Capacity = 0	12
24. <b>Resolve Availability of Alcohol</b> - Expand the sale of alcohol on the Qualla Boundary by permitting its availability in package stores and restaurants	N/A	N/A
25. <b>High Local Construction Costs</b> – Overcome obstacles to the expansion of commercial activities on the Qualla Boundary by addressing building expenses	N/A	N/A

The following table lists the ten "priority projects" selected by CEDS Committee votes:

Voting Rank		CEDS Score	# of Votes
1	Adventure Park	87	12
(tie)	Trout Hatchery Research and Educational Center	64	12
3	Golf Course Hotel and Clubhouse	76	9
4	Multi-Sports Complex	50	8
5	Archives Facility	43	7
	Children's Interactive Museum	63	5
6 (tie)	Tribal Investment Company	66	5
(tic)	New Supermarket	29	5
9	Cultural District Master Plan	72	4
10	Data Center	51	3
10 (tie)	Recreational Riding Trails Open to Public	72	3

Here is a full description of each project considered by the CEDS Planning Committee, along with the rationale for its scoring. Section VI below notes the information about potential funding for each project.

**Adventure Park** - Develop a major new family-oriented indoor and outdoor attraction including water features, adventure activities, restaurants and 300+ hotel rooms, which will help attract tourists and potentially increase their discretionary spending within the Qualla Boundary.

# Priority Scoring Rationale

- Project has been reviewed and approved at multiple points in the development process by the Tribal Council. It is consistent with all of the CEDS goals, designed so that it substantially exceeds all regulatory requirements, and expected to benefit EBCI Tribal members. The project is in the final stages of getting approvals and financing. If all approvals are received during the Spring of 2018, the project could break ground in the Fall of 2018. It will require some public funding for development.
- Project is consistent with traditional Cherokee values of hospitality, group harmony, and educating the children by providing values-oriented recreation.
- Project will minimize the environmental impact by burying the overhead power lines and relocating Hospital Road out toward the Elementary School site for better access.
- Project will create a tourist "anchor" for the downtown/cultural district, which will expand tourism in this section of the Qualla Boundary. The project will incorporate

- Cherokee customs, culture and language, providing an opportunity to educate visitors and Tribal members alike. It will require modest infrastructure development.
- The Adventure Park will increase tourism, create jobs and increase Tribal levy and privilege tax. It will help increase awareness of Cherokee culture and heritage. It also will provide opportunities for entrepreneurship and retail store growth.
- The Adventure Park will create approximately 350 jobs when fully operational. The
  types of jobs created are similar to those at Harrah's Cherokee Casino. The Casino's
  experience is that jobs on the overnight shifts will be more difficult to fill than jobs
  on the day shifts, but that it is possible to fill those jobs with sufficient effort and
  incentives.

Trout Hatchery Research and Educational Center - The Tribe operate a trout hatchery that is now causing environmental damage and is bio-insecure. There is a proposal for the construction of a new facility that will stock the area rivers and provide programs and tours to the public about the raising of trout and the importance of natural resources.

# Priority Scoring Rationale

- The Project has been under consideration for several years and discussed at several meetings of the EBCI Tribal Council Natural Resources Committee. A feasibility study was completed in 2013 and needs to be updated. An assessment of a potential tribally-owned site is underway.
- The proposed new hatchery will be a green and bio-secure facility, which will require developing a new water infrastructure for the site. It supports traditional Cherokee values because of its strong connection with the land and commitment to stewardship of the homelands of the Cherokee.
- The Hatchery would operate with a staff of six people and a workforce is readily available; however, external sources estimate that the secondary job creation impact would be 300 jobs. Similarly, while the project would operate at a breakeven level financially, its secondary impact on governmental revenue generation is estimated to be \$800,000 annually in the sale of angler permits.

**Golf Course Hotel and Clubhouse** - This project will add a hotel and clubhouse to the Sequoyah National Golf Course, owned by the Tribe. The project is consistent with CEDS goals for Destination Tourism and Revenue Diversification. It will be funded by the Tribe and create additional revenue for the Tribe.

# Priority Scoring Rationale

- The hotel and clubhouse will help attract additional visitors to the Boundary and will
  complement both existing and planned tourist attractions. It supports multiple
  CEDS goals and is substantially consistent with traditional Cherokee values and
  culture of hospitality.
- The feasibility study for the hotel and clubhouse indicates that the project may generate as much as \$1 million per year in new revenues for the EBCI. If the project is successful, it is likely that additional investments will be made to the hotel and clubhouse to expand their capacity (similar to the addition of the towers at the Casino). Potential environmental issues were already addressed in the construction of

- the golf course, so the addition of the hotel and clubhouse are not expected to have any additional environmental impact that needs to be mitigated.
- The workforce needed to design and construct a hotel and clubhouse is readily available in Western North Carolina. The multi-sports complex will be competing with Harrah's Cherokee Casino, the Adventure Park and the expanded retail outlets near the Casino for a workforce. This workforce is in moderately short supply, but existing *programs* are expected to help fill that supply over the next several years.
- The Commerce Division is leading the effort to find and engage the developer and/or operator for the hotel and clubhouse. This division successfully led the process of engaging the developer and the operator for the Sequoyah National Golf Course.

**Multi-Sports Complex** – This project involves the development of a site with both outdoor and indoor sports facilities of sufficient size and quality to enable the Tribe to attract sports tournaments. The concept is popular with Cherokee residents and businesses, as it will both provide a convenient place for Cherokee organizations to host tournaments and will also attract additional retail and hotel guests.

# Priority Scoring Rationale

- The project is consistent with traditional Cherokee values of hospitality, group harmony, and educating the children by providing values-oriented recreation. The project will complement and enhance existing tourist attractions and will not require new infrastructure development.
- When completed, the project is likely to have between 21 and 50 jobs appropriate to EBCI members. These include direct job creation the management, operations and maintenance of the multi-sports facility and indirect job creation increased hotel staffing required to serve the increased number of hotel guests.
- A suitable site for the multi-sports complex has not yet been identified, and a feasibility study has not yet been completed. The planning and approvals process is likely to take at least a year, with at least another two years required for construction and booking.
- Project will increase tourist visits and overnight stays on the Boundary, thereby increasing levy and privilege tax by between \$10,000 and \$100,000 per year.
- The workforce needed to design and construct a multi-sports facility is readily available in Western North Carolina. The multi-sports complex will be competing with Harrah's Casino, the Adventure Park and the expanded retail outlets near the Casino for a workforce. This workforce is in moderately short supply, but existing programs are expected to help fill that supply over the next several years.

**Archives Facility** - With the land exchange agreement with the US Parks Department, the Tribe agreed to construct a facility to house artifacts found during the construction of the new school in the mid-2000s. Many of the artifacts from the archeological dig are currently in storage in Florida.

# Priority Scoring Rationale

- The project is consistent with traditional Cherokee values of honoring the past by knowing one's ancestors, identifying with and belonging to the tribe, and living and preserving Cherokee culture.
- The Archives facility would require five to seven full-time staff to manage it. There is a limited public audience for archives facilities, except for those located in museums with exhibits and educational programming. The facility will likely draw additional tourists to Cherokee and generate revenues through admissions and concession sales.
- An initial study completed in 2014. Archives are managed by archivists and object collections, like those in the Museum, are managed by curators. There are few archivists within a one-hour drive of the Boundary. While similar, these positions have different skill sets, education and training.
- At this time, the Tribal Historical Preservation Office is the lead entity for developing this project. It is not certain which organization would be responsible for developing and managing the project. It would need to hire specialized staff.

**Children's Interactive Museum** - This project involves the development of a culturally-based experiential center that targets families. A preliminary design and concept study was completed in 2011.

# Priority Scoring Rationale

- The project is consistent the Cherokee values of "Group harmony in community and kin relationships, and freely sharing and giving time, talent and treasures" and "Educating the children by providing values-oriented education and recreation, and by being strong role models for them."
- The facility would demonstrate original Cherokee technology and the science behind why and how these technologies work. The concept has problems with finding an appropriate site because there isn't sufficient space near the Cherokee Museum to accommodate it.
- This facility would likely to employ less than 20 people. The attraction is envisioned as a traffic-generator but not a significant money-maker.
- The next step will be to complete a feasibility study. The likely source of funding is the Tribal government. Also, the management by the Cherokee Museum would provide access to a capable workforce for the project. The Commerce Department along with the Cherokee Museum have accountability for moving the project forward. Both organizations possess sufficient capacity and experience to complete this project.

**Tribal Investment Company** - The Kituwah Economic Development Board will be similar to the structure of the Casino LLC. It will pursue government contracting opportunities with the objective of long-term diversification of tribal revenues and expects eventually to be self-sufficient. It will receive its initial capitalization from the Tribe.

### Priority Scoring Rationale

- The LLC might hire a third-party firm to source deals. It will provide quarterly reports to the Tribal Council on its activities and investments. EBCI will use the LLC to invest in business ventures on and off the Boundary.
- The LLC won't primarily seek to investments that create employment opportunities
  on the Qualla Boundary. Instead, the proposed investment strategy involves
  acquiring or buying a controlling interest in existing businesses that have experience
  in federal contracting.
- The Tribal Council allocated seed money of \$10 million to \$25 million, with a
  commitment for recurring capital investment. Initially, the LLC will engage in a
  passive investment strategy through a private equity fund that will recommend coinvestment opportunities.
- The Tribal Council is appointing a board of directors to govern the LLC. The Tribal Investment Committee will oversee the activities of the board for the Tribal LLC, which will work with an investment advisor to source and underwrite transactions and manage investments.

**New Supermarket** - This project would bring a second, high-quality grocery store to the Boundary. It is consistent with CEDS goals for Revenue Diversification and Commercial and Retail Development. The Tribe would develop the lot and an owner/operator would build and operate the grocery store.

# Priority Scoring Rationale

- Project is consistent with community plans but will require new infrastructure development.
- If a second supermarket could be opened successfully, it would create new jobs and increase governmental revenue. At this time, the one-mile exclusion granted to Food Lion supermarket makes it economically unattractive to open a second supermarket on the Boundary.
- The workforce needed to design and construct a supermarket is readily available in Western North Carolina. The supermarket will be competing with Harrah's Casino, the Adventure Park and the expanded retail outlets near the Casino for a workforce. This workforce is in moderately short supply, but existing programs are expected to help fill that supply over the next several years.
- The Commerce Department has had extensive discussions with a range of grocery store operators, but none of them is willing to site a store on the Boundary as long as the one-mile exclusion that has been granted to Food Lion is in place.

**Cultural District Master Plan** - This project involves the creation of a strategy for improving the quality and earnings potential of the major cultural attractions.

### Priority Scoring Rationale

• Cherokee's cultural attractions are the cornerstone of the non-casino tourism. A strategy for the improving this aspect of EBCI's economy would be consistent with all aspects of Cherokee's values. Moreover, since the project involves improving

- existing attractions, only some moderate changes to the existing infrastructure would occur.
- The focus of this project is to determine how best to improve the tribe's amenities and give its attractions a face-lift. A portion of the investment required for these improvements will likely come directly from the tribe. Completion of these renovations and upgrades will help the tribe gain market share in the regional tourist economy, and thereby generate additional governmental revenues (Tribal levy) for EBCI.
- The Cultural Partners identified a source of funding through the tribal budget to cover cost of developing a master plan. Also, the cultural attractions require Cherokee workers; however, it has been difficult to keep staff who need year-round employment and fringe benefits. The significant financial safety net for tribal workers also creates a disincentive for workforce retention.
- The Cultural Partners are working with a destination planning company to conduct an assessment of sites and develop the strategy for the overall cultural district project.

**Data Center** – This project would be a for-profit facility used to house computer systems and associated components, such as telecommunications and storage systems. Taking advantage of the Boundary's rural location and access to a high-speed fiber optics loop, the facility would be owned by the Tribe and managed by a data center operator.

### Priority Scoring Rationale

- The project would support the CEDS goal of Revenue Diversification. The project would be funded by equity from the Tribe and loans from banks.
- The project will complement and enhance the Tribe's efforts to diversify the economic base of the Boundary. It is substantially consistent with traditional Cherokee values and culture. If successful, the Data Center will generate more than \$100,000 per year for the Tribe.
- When completed, the project is likely to have between 21 and 50 jobs appropriate to EBCI members. These include the management, operations and maintenance of the data center. A site must be identified and purchased (most likely off-Boundary) and then the data center will be constructed. Depending on how rapidly a site can be identified and purchased, the data center could be operational in one-three years.
- The workforce needed to design and construct a data center is readily available in Western North Carolina. A portion of the jobs created by the Data Center will need specialized IT and computer coding skills. That workforce is in moderately short supply, but existing programs are expected to help fill that supply over the next several years.

**Recreational Riding Trails Open to Public** - This project would open up existing recreational riding trails for ATVs, four wheelers, etc. to the general public. Currently, the trails are restricted just for use by Tribal members. This project is consistent with the CEDS goals of Destination Tourism and Revenue Diversification. The only funding required is for trail maintenance.

### Priority Scoring Rationale

- Recreational trails already exist and will require no new infrastructure development.
  The use of recreational trails by the general public is consistent with all existing
  community plans. Increasing tourism options is consistent with the traditional
  Cherokee value of hospitality.
- The project requires very little funding and could proceed rapidly once approved. The fees for comparable trail systems are typically in the range of \$25 per rider per day. With an estimated 200 riders per year, this would generate fees in the range of \$5,000 per year. All of this fee will be new governmental revenue for the EBCI.
- The Natural Resources Office already has the responsibility for managing the trails and issuing permits.

The CEDS Committee members are fully cognizant of the fact that not all of the Priority Projects had the highest scores. They chose the projects based primarily on their assessment of the project's long-term importance for improving the economic infrastructure of Cherokee and developing a sustainable and vibrant economy. For example, the new supermarket had a lower score than some other projects because it will not by itself generate many jobs. But the Committee members felt that it was a key element of their vision for redeveloping the downtown into a pedestrian-friendly, attractive shopping area with family entertainment, which is required to compete with shopping venues in the region. Without making this kind of long-term investment, Cherokee's tourism and retail sectors will continue to lose market share to neighboring towns and communities.

### Part VI – CEDS Plan of Action

The CEDS Committee established this Plan of Action according to the CEDS Goals and Objectives to facilitate implementation and evaluation. It identifies suitable organizations responsible for undertaking specific activities and resources that may be available to fund the activities. Allocating responsibility contributes to the CEDS Committee's evaluation of how the CEDS is progressing. Cherokee, like all communities, has limited resources and capacity; therefore, it must direct its attention to priorities. To reflect these priorities in directing limited resources for implementation, the CEDS Committee defined "priorities" for the Plan of Action: High (Hi), Medium (Med), or Low (Lo). Priority Projects are highlighted. The following abbreviations are used to denote the lead organization(s) responsible for completing a specific project and for their proposed funding sources:

Lead Organizations		Funding Sources	
Cherokee Broadband	CB	Tribal Budget	ТВ
Cherokee Historical Association	CHA	Federal Grants	FG
EBCI Agriculture Department	AD	Bank Loans	BL
EBCI Commerce Department	CD	Private Investments	$_{\mathrm{PI}}$
EBCI Executive Office	EO	Philanthropic Grants	PG
EBCI Destination Marketing	DM	Other Sources	OS
EBCI GIS Management Office	GIS		
EBCI Housing Department	HD		
EBCI Natural Resources Department	NR		
EBCI Project Management Dept.	PM		

EBCI Public Works Department	PW
EBCI Tribal Council	TC
Museum of the Cherokee Indian	MCI
Sequoyah Fund	SF
Tribal Historical Preservation Office	THPO

# <u>DESTINATION TOURISM</u>

Goal: Enhance the attractiveness of Cherokee as a family-friendly and eco-tourism destination; increase multi-day stays

# Objective A: Add New Attractions

	Lead	Funding	
Specific Projects	Organization(s)	Sources	Priority
Adventure Park	CD	TB	Hi
Golf Course Hotel and Clubhouse	CD	TB	Hi
Children's Interactive Museum	CD, MCI	TB, FG, PG	Ні
Multi-Sports Complex	CD	TB	Hi

Objective B: Upgrade Existing Family Attractions				
	Lead	Funding		
Specific Projects	Organization(s)	Sources	<b>Priority</b>	
Fairgrounds Renovations	PW	TB	Med	
Cherokee Botanical Garden Restoration	CHA	TB	Med	

# Objective C: Improve Attractiveness and Cohesiveness of Tourism Districts

	Lead	Funding	
Specific Projects	Organization(s)	Sources	Priority
Cultural District Master Plan	CHA, MCI	TB	Hi
Downtown Roadway Upgrades	PW	TB, FG	Med
Wayfinding Signage Upgrades	DM, PW	ТВ	Lo

# Objective D: Expand Eco-Tourism Offerings

	Lead	Funding	
Specific Projects	Organization(s)	Sources	Priority
Recreational Riding Trails Open to Public	NR	TB	Hi
Trout Hatchery Research and Educational Center	NR	TB, FG	Hi
Additional Biking/Hiking Trails	PM	TB	Med

# Objective E: Improve Effectiveness of Marketing Expenditures

Specific Projects	Lead Organization(s)	Funding Sources Not	Priority
Resolve Availability of Alcohol	TB	required	Lo

# COMMERCIAL AND RETAIL DEVELOPMENT

Goal: Expand retail offerings and commercial buildings to better meet the needs of Cherokee residents and visitors

# Objective A: Plan and Develop Major Available Parcels on The Boundary

	Lead	Funding	
Specific Projects	Organization(s)	Sources	Priority
Archives Facility	THPO	TB, FG	Hi
Bureau of Indian Affairs Office Relocation	EO	TB, FG	Med
Centralized Tribal Administration Building	EO, TC	TB, FG	Med

## Objective B: Address Opportunities Off of the Boundary

Specific Projects	Lead Organization(s)	Funding Sources	Priority
Off-Boundary Rental Housing for Workers	HD	TB	Med

# Objective C: Provide Technical Assistance and Support for Downtown Revitalization

	Lead	Funding	
Specific Projects	Organization(s)	Sources	Priority
Downtown Business Area Revitalization Strategy	СВ	TB	Med

## REVENUE DIVERSIFICATION

Goal: Diversify and expand the sources of tribal revenue

# Objective A: Implement LLC Structure to Govern and Manage Tribal Enterprises

	Lead	Funding	
Specific Projects	Organization(s)	Sources	<b>Priority</b>
Tribal Investment Company	TC	TB	Hi

# Objective B: Identify and Invest in Attractive Business Opportunities That Capitalize on EBCI Unique Assets

	Lead	Funding	
Specific Projects	Organization(s)	Sources	Priority
Data Center	CD	TB, FG	Med

# Objective C: Identify and Make Attractive Direct Investments for EBCI Investment Portfolio

	Lead	Funding	
Specific Projects	Organization(s)	Sources	Priority
New Supermarket	CD	PΙ	Hi

### SMALL BUSINESS DEVELOPMENT AND ENTREPRENEURSHIP

Goal: Promote the start-up and growth of enrolled member-owned enterprises in the small and micro business sectors

# Objective A: Expand Support for Small Business and Entrepreneurship by Tribal Members

	Lead	Funding	
Specific Projects	Organization(s)	Sources	Priority
Business Incubator	SF	FG	Med
Agricultural Center	AD	TB, FG	Lo

### Objective B: Make Starting and Expanding Businesses in Cherokee Easier

	Lead	Funding	
Specific Projects	Organization(s)	Sources	Priority
Computer Listings for Commercial Properties	GIS	TB	Med
Address the High Local Construction Costs	PM	Not Required	Lo

### Integration with State's Economic Development Priorities

As noted in the CEDS requirements, each CEDS must show the methodology for cooperating and integrating the CEDS with the State's economic development priorities. The CEDS Committee has determined that the appropriate methodology for achieving this result is to participate in the NC Tomorrow process. NC Tomorrow is a collaborative of federal, state, regional and private partners who are working together to develop a North Carolina Strategy for Comprehensive Economic Development that builds strong and livable communities that can spur job creation across the state. The North Carolina Association of Regional Councils of Government and the NC Department of Commerce - Community Development Division are leading the initiative. Drafting of Statewide Strategy for Comprehensive Economic Development will first occur regionally by the NC Association of

Regional Councils of Government and the Eastern Band of Cherokee Indians. These regional plans will serve as the foundation for the statewide strategy, which will focus on these four core areas:

- Build a Regional Competitive Advantage and Leverage the Marketplace
- Establish and Maintain A Robust Regional Infrastructure
- Create Revitalized and Vibrant Communities
- Develop Healthy and Innovative People

#### Part VII - Performance Measures

The CEDS Committee defined the measures for evaluating the performance on the Action Plan as a means of gauging progress in attaining its goals and objectives. Evaluating progress on the Action Plan provides feedback for the Committee and participants to enable them to adjust goals or strategies accordingly. In establishing the evaluation methodology, the CEDS Committee acknowledged that the CEDS is ambitious. The CEDS defines a broad agenda, engaging a diverse range of public and private entities for implementation. The CEDS Committee believed that Cherokee's recent accomplishments displayed capacity that the CEDS relies upon and complements. The Cherokee community had achieved these accomplishments in part due to focusing its attention on priorities, understanding that some activities leverage numerous opportunities.

Furthermore, appreciating the continuing necessity of focusing attention, the Committee established an evaluation methodology that focuses on the high priority goals and objectives. The Cherokee community will likely defer action on the medium and low priority objectives until superior ones are achieved or advanced. Evaluation of these medium and low priority objectives is inapplicable at this time.

The CEDS Committee developed the following measures through a synthesis of data analysis, discussions with prominent economic leaders, and Committee discussion.

#### Destination Tourism

Goal: Enhance the attractiveness of Cherokee as a family-friendly and eco-tourism destination; increase multi-day stays

- 1. Quantitative Measure:
  - Formulation and implementation of development strategies for the area and specific attractions
  - Completion of feasibility studies and/or financing strategies for new family-friendly and eco-tourism attractions
  - Completion of improvements to outdoor recreational venues
- 2. Qualitative Measure:
  - Improvement in the recognition and greater awareness among visitors of Cherokee as a family vacation destination
  - Greater awareness among visitors of the variety of outdoor recreation and entertainment facilities available in Cherokee

### 3. Evaluation Criteria:

- Outstanding
  - Recreational Riding Trails Open to Public in 12 months
  - o Adventure Park completed in 24 months
  - o Children's Interactive Museum feasibility study completed in 24 months
  - Trout Hatchery Research and Educational Center feasibility study completed in 24 months
  - o Cultural District Master Plan completed in 24 months
  - o Golf Course Hotel and Clubhouse feasibility study completed in 36 months
  - o Multi-Sports Complex feasibility study completed in 36 months

#### Good

- o Recreational Riding Trails Open to Public in 24 months
- o Adventure Park completed in 36 months
- o Children's Interactive Museum feasibility study completed in 36 months
- Trout Hatchery Research and Educational Center feasibility study completed in 36 months
- o Cultural District Master Plan completed in 36 months
- o Golf Course Hotel and Clubhouse feasibility study completed in 48 months
- o Multi-Sports Complex feasibility study completed in 48 months

#### Poor

- o Recreational Riding Trails Open to Public in 36 months
- o Adventure Park completed in 48 months
- o Children's Interactive Museum feasibility study completed in 48 months
- Trout Hatchery Research and Educational Center feasibility study completed in 48 months
- o Cultural District Master Plan completed in 48 months
- o Golf Course Hotel and Clubhouse feasibility study completed in 60 months
- Multi-Sports Complex feasibility study completed in 60 months

### Commercial and Retail Development

# Goal: Expand commercial buildings and retail offerings to better meet the needs of Cherokee residents and visitors

#### 1. Quantitative Measure:

- Formulation and implementation of development strategies for commercial buildings and retail offerings
- Completion of feasibility studies and/or financing strategies for new properties

# 2. Qualitative Measure:

- Improvement in the quality of commercial and retail offerings for residents of and visitors to Cherokee
- Greater awareness among Cherokee residents and visitors of the variety and quality of retail offerings

## 3. Evaluation Criteria:

- Outstanding = Archives Facility feasibility study completed in 24 months
- Good = Archives Facility feasibility study completed in 36 months
- Poor = Archives Facility feasibility study completed in 48 months

# Revenue Diversification Goal: Diversify and expand the sources of tribal revenue

- 1. Quantitative Measure:
  - Formulation and implementation of acquisition strategies for tribal investments
  - Increase in tribal revenues derived through non-gaming sources
- 2. Qualitative Measure: Improvement in the perceptions of Cherokee residents that their economic environment is stronger and more sustainable
- 3. Evaluation Criteria
  - Outstanding
    - Tribal Investment Company invests capital invested in one opportunity within 12 months
    - O Super Market feasibility study completed in 24 months
  - Good
    - Tribal Investment Company invests capital invested in one opportunity within 24 months
    - O Super Market feasibility study completed in 24 months
  - Poor
    - o Tribal Investment Company invests capital invested in one opportunity within 36 months
    - O Super Market feasibility study completed in 24 months

# Small Business Development and Entrepreneurship Goal: Promote the start-up and growth of enrolled member-owned enterprises in the small and micro business sectors

- Quantitative Measure: The Cherokee community will likely defer action on the
  medium and low priority objectives until superior ones are achieved or advanced. As
  a result, the evaluation of these medium and low priority objectives is inapplicable at
  this time.
- Qualitative Measure: The Cherokee community will likely defer action on the medium and low priority objectives until superior ones are achieved or advanced. As a result, the evaluation of these medium and low priority objectives is inapplicable at this time.
- Evaluation Criteria: The Cherokee community will likely defer action on the medium and low priority objectives until superior ones are achieved or advanced. As a result, the evaluation of these medium and low priority objectives is inapplicable at this time.

# **APPENDICES**

# The Eastern Band of Cherokee Indians 2018 Comprehensive Economic Development Strategy Committee

Richard Sneed, Principal Chief

Alan B. Ensley, Vice Chief

Adam Wachacha, Tribal Council Chair & Snowbird/Cherokee County Representative and Planning Committee Member

Boyd Owle, Planning Committee Chair & Tribal Council Birdtown Representative

Tommye Saunooke, Planning Committee Vice Chair & Tribal Council Painttown Community Representative

Cory Blankenship, Secretary of Treasury

Mickey Duvall, Secretary of Commerce (2017)

Paula Wojtkowski, Secretary of Commerce (2018)

Robert "Bo" Crowe, Tribal Council Wolfetown/Big Y Community Representative and Planning Committee Member

Perry Shell, Tribal Council Big Cove Community Representative and Planning Committee Member

Tom Wahnetah, Tribal Council Yellowhill Community Representative and Planning Committee Member

# The Eastern Band of Cherokee Indians 2018 Comprehensive Economic Development Strategy Advisory Committees

# Business and Workforce Development Committee

Richard Sneed, Principal Chief

Adam Wachacha, Tribal Council Chairman

Boyd Owle, Tribal Council Member and Planning Committee Chair

Travis Smith, Secretary of Housing

James Bradley, Secretary of Education

Casey Cooper, Chief Executive Officer, Cherokee Indian Hospital

Adam West, Vice President of Operations, Harrah's Cherokee Casino & Resort

Ray Rose, Regional Vice President of Resort Operations, Harrah's Cherokee Casino & Resort

Shelly Brown, Regional Talent Development Manager, Harrah's Cherokee Casino & Resort

Jan Stubbs, Talent Acquisition Manager, Harrah's Cherokee Casino & Resort

Curtis Wildcatt, Compliance Officer, Tribal Employment Rights Office

Hope Huskey, Associate Director, Sequoyah Fund

Carroll Cook, Retired Business Owner

### Community and Culture Advisory

Alan B. Ensley, Vice Chief

David Wolfe, Vice Chairman

Jeremy Wilson, Tribal Council Member

Marie Junaluska, Tribial Elder

Myrtle Driver, Tribal Elder

Vickie A. Cruz, Manager, Qualla Arts and Crafts Mutual, Inc.

James "Bo" Taylor, Executive Director, Museum of the Cherokee Indian

John Tissue, Executive Director, Cherokee Historical Association

Bobby Raines, Executive Director, Cherokee Preservation Foundation

Vickie Bradley, Secretary of Public Health & Human Services

Tonya Carroll, Manager, Ray Kinsland Leadership Institute

Barton Cartwright, Assistant Casino Services Manager, Harrah's Cherokee Casino & Resort

**Project Scoring Sheets** 

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Name: Adventure Park, including Elementary School site development

I. MINIMUM CRITERIA FOR SUPPORT

\_\_\_\_\_X A. Project is well defined
\_\_\_\_\_X B. Project has been openly discussed and enjoys support from government, private

sector and community members

X C. Project is consistent with CEDS goals

- Destination Tourism
- Commercial and Retail Development
- Revenue Diversification
- Small Business and Entrepreneurship
- X D. Project is expected to benefit more than a single individual, group or Organization
- X E. Project needs some form of public funding and represents an appropriate use of federal dollars

EXPLANATION: Project has been reviewed and approved at multiple points in the development process by the Tribal Council. It is consistent with all of the CEDS goals and is expected to benefit EBCI Tribal members. It will require some public funding for development.

# II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture

Project is consistent with traditional Cherokee values of hospitality, group harmony, and educating the children by providing values-oriented recreation.

- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations

#### 5 Substantially exceeds regulatory requirements

Project has been designed so that it substantially exceeds all regulatory requirements.

- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed
  - 0 Requires new infrastructure development
  - 3 Requires moderate infrastructure development
  - 5 Requires no new infrastructure

Project will require relocating Hospital Road out toward the Elementary School site to provide better access and minimize the environmental impact. Overhead power lines will be buried.

- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Project is consistent with, and supportive of, all pertinent plans, including plans for Fairgrounds, Cultural District, and Downtown Roadway Upgrade.

Score for Section A. 18

EXPLANATION: Project will create a tourist "anchor" for the downtown/cultural district, which will expand tourism in this section of the Qualla Boundary. The project will incorporate Cherokee customs, culture and language, providing an opportunity to educate visitors and Tribal members alike. It will require modest infrastructure development.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members
  - 0 Fewer than 10 jobs
  - 1 10 to 20 jobs
  - 3 21 to 50 jobs
  - 4 51 to 100 jobs
  - 5 More than 100 jobs

Feasibility study projects that the Adventure Park will create approximately 350 jobs when fully operational.

- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact

Project will directly benefit EBCI members by creating increased levy and privilege tax as well as employment opportunities.

- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year

Assuming ground-breaking in November 2018, the project will be fully operational by the end of 2012.

- 4. Impacts to environment when project completed (e.g., aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact

The project has completed its environmental impact studies. There is just one stream within 50 feet of the Adventure Park which will require some modest mitigation.

- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely

The Tribe will provide funding for the project.

- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment

Project will increase the number of visitors and the number of overnight stays in Cherokee. This will help retail growth to increase and provide more opportunities for artisans and stores catering to families.

- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture

The project developers are working closely with the Museum of the Cherokee Indian to incorporate Cherokee culture, art and stories into the design of the Adventure Park.

- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

Feasibility studies show that Tribal levy and privilege tax are likely to increase by significantly more than \$100,000 per year once the project is fully operational.

Score for Section B: <u>32</u>

EXPLANATION: The Adventure Park will increase tourism, create jobs and increase Tribal levy and privilege tax. It will help increase awareness of Cherokee culture and heritage. It also will provide opportunities for entrepreneurship and retail store growth.

#### C. Readiness to Proceed

- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest

Feasibility study has been completed and is being refreshed with the latest information.

- 2. Project status
  - 0 Planning not yet begun
  - 2 Feasibility or planning study completed
  - 3 Implementation plans ready
  - 4 All necessary approvals in place

Project design has been revised based on input from Tribal Council and is scheduled to be reconsidered by Tribal Council this Spring.

- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 3 All permits received

Applications have been submitted and are under review with appropriate agencies.

- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well

Tribe is intending to finance this directly.

- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

The Adventure Park will create approximately 350 jobs when fully operational. The types of jobs created are similar to those at Harrah's Cherokee Casino. The Casino's experience is that jobs on the overnight shifts will be more difficult to fill than jobs on the day shifts, but that it is possible to fill those jobs with sufficient effort and incentives.

Score for Section C. <u>17</u>

EXPLANATION: The project is in the final stages of getting approvals and financing. If all approvals are received during the Spring of 2018, the project could break ground in the Fall of 2018.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project

Imagine Resorts, based in Dallas Texas, is committed to leading and operating the project.

- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise
  - 7 Organization has sufficient expertise or ready ability to obtain it

Imagine Resorts has many years of experience with similar projects.

- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk
  - 3 Organization has some applicable experience with comparable projects
  - 7 Organization has direct and successful experience with comparable projects

Imagine Resorts built and operates seven Great Wolf Lodge Water Parks, which are directly comparable to this Adventure Park.

Score for Section D. 20

EXPLANATION:		

#### III. SCORING SUMMARY

<u>Actual score</u>	Maximum score
8	20
2	40
7	20
<u>0</u>	<u>20</u>
7	100
	8 2 7 <u>0</u>

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Name: Resolve Availability of Alcohol
I. MINIMUM CRITERIA FOR SUPPORT
X A. Project is well defined
? B. Project has been openly discussed and enjoys support from government,
private
sector and community members
X C. Project is consistent with CEDS goals
<ul> <li>Destination Tourism</li> </ul>
Commercial and Retail Development
Revenue Diversification
• Small Business and Entrepreneurship
X D. Project is expected to benefit more than a single individual, group or Organization
X E. Project needs some form of public funding and represents an appropriate use of federal dollars

EXPLANATION: This project would expand the availability of alcohol on the Boundary by permitting sales in package stores and in restaurant. A referendum on whether to allow sales of alcohol in package stores on the Boundary is planned. This referendum will determine whether or not this project meets one of the minimum criteria for support, which is that it enjoys support from government, private sector and community members.

#### II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture

This project is consistent with the traditional Cherokee value of hospitality. However, concerns have been expressed that permitting expanded sales of alcohol on the Boundary is not consistent with traditional Cherokee values. The planned referendum will help to resolve this question.

2. Project will be consistent with existing tribal regulations when completed 0 Not consistent or requires changes

#### 3 Consistent with regulations

5 Substantially exceeds regulatory requirements

The implementation of increased sales of alcohol on the Boundary will be conducted in such a way as to be consistent with existing and new regulations.

3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when

completed

- 0 Requires new infrastructure development
- 3 Requires moderate infrastructure development
- 5 Requires no new infrastructure

Project requires no new infrastructure development.

- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Project is consistent with, and supportive of, all pertinent plans, including plans for Downtown Revitalization, Adventure Park, and additional Biking and Hiking Trails.

Score for Section A. 16
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EXPLANATION: Increasing the availability of alcohol on the Boundary will complement existing and planned tourist attractions by helping to make them more attractive to tourists and by increasing their profitability.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members

0 Fewer than 10 jobs

1 10 to 20 jobs

3 21 to 50 jobs

4 51 to 100 jobs

5 More than 100 jobs

If implemented successfully, the increased availability of alcohol will increase tourist traffic and the demand for restaurant meals. However, it is quite difficult to estimate the precise impact on job creation. To be on the conservative side, we have estimated that 10 to 20 jobs will be created, primarily in package stores, although the actual number is likely to be higher.

- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact

The increased availability of alcohol would help generate additional levy and privilege tax for the EBCI Tribe.

- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year

If the increased availability of alcohol is approved by referendum, the process of designing and implementing regulations and permitting for the sale of alcohol could be completed within six months.

- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact

The increased availability of alcohol will have no impact on the environment.

- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely

The increased availability of alcohol would likely lead to substantial investment in restaurants and package stores.

- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment

The increased availability of alcohol would open up significant entrepreneurship opportunities to own and operate package stores and restaurants on the Boundary.

- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture

5 Project will support and enhance activities that embody Cherokee values and culture

Assuming that the referendum passes, there will be no impact on Cherokee values and culture.

- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

If implemented successfully, increased availability of alcohol will increase demand for alcohol sales at package stores and restaurants, which will in turn lead to increases in levy. However, as noted above, it is quite difficult to estimate the precise level of this increase in demand. To be on the conservative side, we have estimated between \$10,000 and \$100,000 per year or less in increased levy.

_	_		_		
Score	for	Section	٦R	22.	

EXPLANATION: Increased availability of alcohol on the Boundary will lead to increased sales of alcohol through package stores and restaurants. This will in turn lead to increased jobs appropriate to EBCI members and to increased levy for the EBCI.

- C. Readiness to Proceed
- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest

It is feasible to sell alcohol on the Boundary and owners of restaurants, as well as potential owners of package stores, are very interested in being able to sell alcohol.

2. Project status

### 0 Planning not yet begun

- 2 Feasibility or planning study completed
- 3 Implementation plans ready
- 4 All necessary approvals in place

If the referendum passes, implementation planning will start.

- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 4 All permits received

No applications have been submitted.

- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well

Increasing the availability of alcohol on the Boundary can be implemented with very little investment.

- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

The workforce needed to sell and serve alcohol on the Boundary is similar to the workforce required by
Harrah's Cherokee Casino, the Adventure Park and the expanded retail outlets near the Casino for a
workforce. This workforce is in moderately short supply, but existing programs are expected to help fill that
supply over the next several years.

I	EXPLANATION: Sales of alcohol on the Boundary are feasible. Assuming that the referendum
	passes, the implementation of alcohol sales can be achieved fairly quickly and requires little if no
l	investment.

D. Management Capacity

Score for Section C. \_\_\_\_\_9

- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project
- 2. Responsible organization's access to needed expertise

# 0 Organization lacks sufficient internal expertise or access to outside resources

- 3 Organization has internal capacity, but needs to supplement with additional expertise
- 7 Organization has sufficient expertise or ready ability to obtain it
- 3. Responsible organization's experience with comparable projects

## 0 No experience and project entail significant risk

- 2 No experience but project entails moderate risk
- 3 Organization has some applicable experience with comparable projects
- 7 Organization has direct and successful experience with comparable projects

Score	for	Section	D.	0

EXPLANATION: No organization has been selected to lead the implementation of alcohol sales.

#### III. SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	16	20
B. Community Impact	22	40
C. Readiness to Proceed	9	20
D. Management Capacity	0	20
TOTAL SCORE	<u>47</u>	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Name: Recreational Riding Trails Open to Public

I. MINIMUM CRITERIA FOR SUPPORT

\_\_X A. Project is well defined

\_\_X B. Project has been openly discussed and enjoys support from government, private

sector and community members

\_\_X C. Project is consistent with CEDS goals

• Destination Tourism

• Commercial and Retail Development

• Revenue Diversification

• Small Business and Entrepreneurship

\_\_X D. Project is expected to benefit more than a single individual, group or Organization

\_\_X E. Project needs some form of public funding and represents an appropriate use of federal dollars

EXPLANATION: This project would open up existing recreational riding trails for ATVs, four wheelers, etc. to the general public. Currently, the trails are restricted just for use by Tribal members. This project is consistent with the CEDS goals of Destination Tourism and Revenue Diversification. The only funding required is for trail maintenance.

#### II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture

Project is consistent with traditional Cherokee value of hospitality.

- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations
  - 5 Substantially exceeds regulatory requirements

The recreational riding trails already exist and substantially exceed regulatory req

- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed
  - 0 Requires new infrastructure development
  - 3 Requires moderate infrastructure development
  - 5 Requires no new infrastructure

Project requires no new infrastructure development.

- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Project is consistent with, and supportive of, plans for increasing tourist attractions and diversifying revenue sources.

Score	for Sect	tion A	20	
ocorc.	IOI DCC	1011 / 1.	40	

EXPLANATION: Recreational trails already exist and will require no new infrastructure development. The use of recreational trails by the general public is consistent with all existing community plans. Increasing tourism options is consistent with the traditional Cherokee value of hospitality.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members

#### 0 Fewer than 10 jobs

- 1 10 to 20 jobs
- 3 21 to 50 jobs
- 4 51 to 100 jobs
- 5 More than 100 jobs

Project will create few if any jobs.

- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact

#### 1 Demonstrates indirect impact

- 3 Demonstrates some direct impact
- 5 Demonstrates significant impact

The project will help to build additional tourism, creating additional levy and privilege tax.

3. Time frame for project achieving expected total impact

0 Occurs beyond five years

- 1 Occurs between three and five years
- 3 Occurs within two years
- 5 Occurs within one year

Trails can be opened as soon as approval is granted, and brush is cleared.

- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact

Trails will have little or no impact on the environment.

- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely

Project is unlikely to generate any subsequent public or private investment.

- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment

The project might provide the opportunity for EBCI members to provide trail signage and trail maintenance services.

- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture

Project will support traditional Cherokee value of hospitality.

- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

The fees for comparable trail systems are typically in the range of \$25 per rider per day. With an estimated 200 riders per year, this would generate fees in the range of \$5,000 per year. All of this fee will be new governmental revenue for the EBCI. Given

Score for Section B \_\_\_\_15

EXPLANATION: The project will create a modest amount of fee revenue for the Tribe. The project will be supportive of traditional Cherokee values.

#### C. Readiness to Proceed

- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest
- 2. Project status
  - 0 Planning not yet begun
  - 2 Feasibility or planning study completed
  - 3 Implementation plans ready
  - 4 All necessary approvals in place
- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 4 All permits received

Trails already exist, with all necessary permits in place.

- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well

This project would be funded by the Tribe.

- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years

- 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
- 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
- 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

The only workforce required is for trail maintenance, and that workforce is readily available in western North Carolina.

Score 1	for Se	ction	C.	20

EXPLANATION: The trails already exist, and all appropriate permits are already in place. The project requires very little funding and could proceed rapidly once approved.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project

The Natural Resources Office would lead this project.

- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise
  - 7 Organization has sufficient expertise or ready ability to obtain it

The Natural Resources Office has years of experience in managing Tribal reserve land.

- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk
  - 3 Organization has some applicable experience with comparable projects
  - 7 Organization has direct and successful experience with comparable projects

The Natural Resources	Office ha.	s direct	experience	in	maintaining	trails	and	managing	the	process	of	issuing
permits.			_		_					_	-	

Score	for	Section	$\mathbf{D}$	17	
SCOIL	101	SCCHOIL	<b>D</b> .	1 /	

EXPLANATION: The trails already exist, and the Natural Resources Office already has the responsibility for managing the trails and issuing permits.

## III. SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	<u>20</u>	20
B. Community Impact	<u> 15</u>	40
C. Readiness to Proceed	<u>20</u>	20
D. Management Capacity	<u> 17</u>	20
TOTAL SCORE	72	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Name: <u>Additional Biking and Hiking Trails</u>
I. MINIMUM CRITERIA FOR SUPPORT
X A. Project is well defined
X B. Project has been openly discussed and enjoys support from government,
private sector and community members
X C. Project is consistent with CEDS goals
<ul> <li>Destination Tourism</li> </ul>
Commercial and Retail Development
• Revenue Diversification
• Small Business and Entrepreneurship
X D. Project is expected to benefit more than a single individual, group or Organization
X E. Project needs some form of public funding and represents an appropriate use of federal dollars

EXPLANATION: The Existing Fire Mountain Bike Trail, opened this year, has become very popular with the mountain biking community. Creating new trails would support multiple CEDS goals and create additional levy and privilege tax for the Tribe. Building the trails will require support from the Tribe.

### II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture

Project is consistent with traditional Cherokee values of hospitality, group harmony, and educating the children by providing values-oriented recreation.

- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations

### 5 Substantially exceeds regulatory requirements

Project will be designed so that it substantially exceeds all regulatory requirements when completed.

- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when
  - completed
- 0 Requires new infrastructure development
- 3 Requires moderate infrastructure development
- 5 Requires no new infrastructure

Project requires no new infrastructure development.

- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Project is consistent with, and supportive of, all pertinent plans, including plans for Fairgrounds and Cultural District.

Score for Section A. 20

EXPLANATION: The project will complement and enhance existing tourist attractions and will not require new infrastructure development. It is substantially consistent with traditional Cherokee values and culture.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members

#### 0 Fewer than 10 jobs

- 1 10 to 20 jobs
- 3 21 to 50 jobs
- 4 51 to 100 jobs
- 5 More than 100 jobs

The project is not anticipated to generate more than 10 new jobs. Any new jobs generated will be due to increased utilization of hotels, retail stores and restaurants.

- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact

This project would help generate additional levy and privilege tax for the EBCI Tribe.

- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year

Based on previous experience, the project can be completed within two years once the appropriate tract of land is identified and funds are appropriated.

- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact

Project will be designed to have little or no impact on the environment.

- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely

Project is unlikely to generate much subsequent investment.

- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment
- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture

Project is consistent with traditional Cherokee values of hospitality, group harmony, and educating the children by providing values-oriented recreation.

- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

- 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
- 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

The project is likely to create a modest increase in restaurant and hotel usage, leading to less than \$10,000 a year in governmental revenues for EBCI.

Score for Section B: 14

EXPLANATION: Additional mountain-biking and hiking trails will create a modest increase in retail purchases, restaurant meals and hotel stay. These will generate additional levy and privilege tax for the Tribe. The project will be supportive of traditional Cherokee values.

#### C. Readiness to Proceed

- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest

The feasibility of this project has been partially demonstrated by the success of the existing Fire Mountain Trail.

2. Project status

#### 0 Planning not yet begun

- 2 Feasibility or planning study completed
- 3 Implementation plans ready
- 4 All necessary approvals in place

Detailed planning has not yet taken place.

3. Receipt of necessary tribal, state, federal, and BIA permits

## 0 All applications not yet submitted

- 2 All applications submitted, but pending
- 3 Applications under review; in negotiation with EBCI
- 4 All permits received

No applications have been submitted.

4. Availability of funds suitable to proposed project

0 No clear source of funds indicated

### 2 Appropriate program exists; no indication of likelihood of funding

- 3 Appropriate program exists and has funding attached
- 4 Appropriate program exists and project fits guidelines well

This project would be funded by the Tribe.

- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

The workforce needed to design and construct additional mountain-biking and hiring trails is readily available in Western North Carolina. There is very limited workforce required to maintain trails, and it is readily available.

Score for Section C. 8

EXPLANATION: This project is still in the conceptual stage. A suitable site has not yet been identified, and no detailed planning has taken place.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project

This project will be led by the Project Management department of Tribal Operations.

- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise
  - 7 Organization has sufficient expertise or ready ability to obtain it

The Project Management department has significant expertise in managing building and construction projects.

- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk

3 Organization has some applicable experience with comparable projects

# 7 Organization has direct and successful experience with comparable projects

Staff at the Project Management department led the development and construction of the Fire Mountain Bike Trail.

Score	for	Section	D.	20	
JUJIU	TOT	OCCUOII	$\boldsymbol{\mathcal{L}}$ .	40	

EXPLANATION: The Project Management department of Tribal Operations would lead the development and construction of the new biking and hiking trails and has a great deal of experience with managing building and construction projects on the Boundary. Staff at Project Management were involved in the design and construction of the existing Fire Mountain bike trail.

#### III. SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	_20	20
B. Community Impact	_14	40
C. Readiness to Proceed	8	20
D. Management Capacity	_20	20
TOTAL SCORE	<u>_62</u>	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Name:	<u>Data Center</u>
I. MINIMUM	CRITERIA FOR SUPPORT
X	A. Project is well defined
X	B. Project has been openly discussed and enjoys support from government, private sector and community members
<u>X</u>	C. Project is consistent with CEDS goals
	• Destination Tourism
	<ul> <li>Commercial and Retail Development</li> </ul>
	Revenue Diversification
	<ul> <li>Small Business and Entrepreneurship</li> </ul>
<u>X</u>	D. Project is expected to benefit more than a single individual, group or Organization
_X_	E. Project needs some form of public funding and represents an appropriate use of federal dollars

EXPLANATION: The Data Center would be a for-profit enterprise, owned by the Tribe and managed by a data center operator. It could be located on- or off-Boundary. The project would support the CEDS goal of Revenue Diversification. The project would be funded by equity from the Tribe and loans from banks.

## II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture

This project is consistent with the traditional Cherokee values of self-reliance and strong individual character.

- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations
  - 5 Substantially exceeds regulatory requirements

Project will be designed so that it substantially exceeds all regulatory requirements.

- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed
  - 0 Requires new infrastructure development
  - 3 Requires moderate infrastructure development
  - 5 Requires no new infrastructure

Project requires no new infrastructure development.

- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Project is consistent with, and supportive of, all pertinent plans, including plans for Tribal LLC and Revenue Diversification.

Score for Section A. 18

EXPLANATION: The project will complement and enhance the Tribe's efforts to diversify the economic base of the Boundary. It is substantially consistent with traditional Cherokee values and culture.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members
  - 0 Fewer than 10 jobs
  - 1 10 to 20 jobs
  - 3 21 to 50 jobs
  - 4 51 to 100 jobs
  - 5 More than 100 jobs

When completed, the project is likely to have between 21 and 50 jobs appropriate to EBCI members. These include the management, operations and maintenance of the data center.

- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact

The project will create additional revenue for the Tribe when fully operational.

- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year

A suitable site had been identified but was then sold to another purchaser. A new site must be identified and purchased (most likely off-Boundary), and then the data center will be constructed. Depending on how rapidly a site can be identified and purchased, the data center could be operational in one-three years.

- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact

Project will be designed to have little or no impact on the environment.

- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely

Project is likely to generate modest private investment in the data processing equipment at the data center.

- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment

Project may generate entrepreneurship opportunities for EBCI members in the maintenance and supportive services required by the data center.

- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture

The data center is being created to diversify revenue sources for the Tribe. These additional resources will be used by the Tribe to support and enhance activities that benefit the tribal members and support Cherokee values and culture

- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental

- revenues for EBCI (lease, levy, privilege tax or investment income)
- 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
- 5 Project is likely to generate more than \$100,000 per year in new governmental

revenues for EBCI (lease, levy, privilege tax or investment income)

If successful, the data center will generate more than \$100,000 per year in profits, which will flow directly to the EBCI Tribe.

Score for Section B 22
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EXPLANATION: The Data Center will be owned by the tribe and managed by a professional data center operator. If successful, the Data Center will create 21-50 jobs that are appropriate for Tribal members. It also will generate more than \$100,000 per year for the Tribe.

- C. Readiness to Proceed
- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest

Feasibility study has been completed. Project is feasible and attractive. The Tribe was close to purchasing property off-Boundary for the Data Center, but the property was purchased by another buyer.

- 2. Project status
  - 0 Planning not yet begun
  - 2 Feasibility or planning study completed
  - 3 Implementation plans ready
  - 4 All necessary approvals in place

Feasibility study has been completed.

- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 4 All permits received

No applications have been submitted.

4. Availability of funds suitable to proposed project

0 No clear source of funds indicated

### 2 Appropriate program exists; no indication of likelihood of funding

- 3 Appropriate program exists and has funding attached
- 4 Appropriate program exists and project fits guidelines well

This project would be funded by the Tribe.

- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

The workforce needed to design and construct a data center is readily available in Western North Carolina. A portion of the jobs created by the Data Center will need specialized IT and computer coding skills. That workforce is in moderately short supply, but existing programs are expected to help fill that supply over the next several years.

EXPLANATION: This project's feasibility has been demonstrated and the project had moved
forward to the point of bidding a potential site. The site unfortunately was sold to another bidder
Finding another appropriate site may take time, as there are very specific requirements for a data

center. The project would be funded by the Tribe.

D. Management Capacity

Score for Section C. \_\_11\_\_\_\_

- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project
- 2. Responsible organization's access to needed expertise

# 0 Organization lacks sufficient internal expertise or access to outside resources

- 3 Organization has internal capacity, but needs to supplement with additional expertise
- 7 Organization has sufficient expertise or ready ability to obtain it
- 3. Responsible organization's experience with comparable projects

## 0 No experience and project entail significant risk

- 2 No experience but project entails moderate risk
- 3 Organization has some applicable experience with comparable projects
- 7 Organization has direct and successful experience with comparable projects

Score for	Section D.	0

EXPLANATION: At the current time, there is no organization leading the work of creating a data center.

### III. SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	18	20
B. Community Impact	22	40
C. Readiness to Proceed	11	20
D. Management Capacity	0	20
TOTAL SCORE	51	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Name: <u>Downtown Revitalization – WiFi and Kiosks</u>
I. MINIMUM CRITERIA FOR SUPPORT
X A. Project is well defined
X B. Project has been openly discussed and enjoys support from government,
private sector and community members
X C. Project is consistent with CEDS goals
<ul> <li>Destination Tourism</li> </ul>
<ul> <li>Commercial and Retail Development</li> </ul>
Revenue Diversification
• Small Business and Entrepreneurship
X D. Project is expected to benefit more than a single individual, group or
Organization
X E. Project needs some form of public funding and represents an appropriate
use of federal dollars

EXPLANATION: This project would provision Downtown, the Island Park, and the Cultural District with WiFi accessible to the public and with information kiosks connected to the Internet. This would enable visitors to find out about Cherokee attractions, stores and hotels more easily, and allow merchants to reach potential customers with promotions and discounts. It is consistent with the CEDS goals of Destination Tourism, Commercial and Retail Development, and Small Business and Entrepreneurship. It would be funded by the Tribe.

### II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture

Project is consistent with traditional Cherokee value of hospitality.

- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations

### 5 Substantially exceeds regulatory requirements

Project will be designed so that it substantially exceeds all regulatory requirements when completed.

- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed
  - 0 Requires new infrastructure development
  - 3 Requires moderate infrastructure development
  - 5 Requires no new infrastructure

Project will require additions of outdoor WiFi Access Points to the existing cell tower infrastructure.

- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Project is consistent with, and supportive of, all pertinent plans, including plans for Fairgrounds and Cultural District

Score for Section A. 18
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EXPLANATION: The project will complement and enhance existing tourist attractions and retail stores. It will require modest infrastructure development: adding WiFi access points to the existing cell tower infrastructure. It is substantially consistent with traditional Cherokee values and culture.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members

#### 0 Fewer than 10 jobs

1 10 to 20 jobs

3 21 to 50 jobs

4 51 to 100 jobs

5 More than 100 jobs

If implemented successfully, the combination of publicly accessible WiFi and information kiosks will increase demand for retail goods and services, cultural attractions and lodging. However, it is quite difficult to estimate the precise impact on job creation. To be on the conservative side, we have estimated fewer than 10 jobs will be created, although the actual number is likely to be higher.

- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact

#### 3 Demonstrates some direct impact

5 Demonstrates significant impact

This project would help generate additional levy and privilege tax for the EBCI Tribe.

- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year

Once funding has been committed, the Access Points and kiosks can be purchased and installed within a year.

- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact

Adding Access Points and kiosks will have no impact on the environment.

- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely

If the project is successfully implemented, it will lead to increased demand, which may encourage additional investment by store and hotel owners.

- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment

Increased demand for retail and lodging services may offer entrepreneurship opportunities for EBCI members.

- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture

Project is consistent with traditional Cherokee value of hospitality.

- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental

revenues for EBCI (lease, levy, privilege tax or investment income)

- 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
- 5 Project is likely to generate more than \$100,000 per year in new governmental

revenues for EBCI (lease, levy, privilege tax or investment income)

If implemented successfully, the combination of publicly accessible WiFi and information kiosks will increase demand for retail goods and services, cultural attractions and lodging which will in turn lead to increases in levy and privilege tax. However, as noted above, it is quite difficult to estimate the precise level of this increase in demand. To be on the conservative side, we have estimated \$10,000 per year or less in increased levy and privilege tax.

SCOTE TOT SECTION DECLIO	Score	for	Section	В	18	
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EXPLANATION: Increased information available through publicly accessible WiFi and kiosks will help create a modest increase in retail purchases, restaurant meals and hotel lodging. These will generate additional levy and privilege tax for the Tribe. The project will be supportive of traditional Cherokee values.

- C. Readiness to Proceed
- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest

Project is similar to those completed in neighboring towns and is highly feasible in Cherokee.

- 2. Project status
  - 0 Planning not yet begun
  - 2 Feasibility or planning study completed
  - 3 Implementation plans ready
  - 4 All necessary approvals in place

Cherokee Broadband has developed an implementation plan and a detailed cost estimate and has submitted those to the Tribe for review and comment.

- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 4 All permits received

No applications for permits have been filed. Very few permits will be required, and those are not likely to be difficult to obtain.

- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well

The Tribe would fund the entire cost of this project.

- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

The workforce n	needed to	install and	maintain	public .	Access	Points	and	kiosks	trails	is	readily	available	in
Western North	Carolina	<i>1</i> .											

Score	for	Section	C.	13	

EXPLANATION: The project has been determined to be feasible, and a proposed implementation plan and budget has been submitted to the Tribe for review. This project will be funded by the Tribe.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project

Cherokee Broadband will be managing the installation and maintenance of the public Access Points. A lead organization for the installation and maintenance of the kiosks has not yet been selected, although this also could be managed by Cherokee Broadband.

- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise
  - 7 Organization has sufficient expertise or ready ability to obtain it

Cherokee Broadband has considerable expertise in working with WiFi and broadband on the Boundary. It will partner with Trificient Technologies, which specializes in the implementation of publicly accessible WiFi systems. Trificient Technologies would design and install the system, and Cherokee Broadband would manage and maintain the system.

- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk
  - 3 Organization has some applicable experience with comparable projects
  - 7 Organization has direct and successful experience with comparable projects

Both Cherokee Broadband and Trificient Technologies have worked on the successful implementation of WiFi systems.

Score for Section D.	20
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EXPLANATION: Cherokee Broadband is partnering with Trificient Technologies on the design, installation and maintenance of the public Access Points. The lead organization for the design, installation and maintenance of the kiosks has not yet been chosen, although Cherokee Broadband could manage this as well. Both Cherokee Broadband and Trificient Technologies have successful experience in managing WiFi and broadband technology.

#### III. SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	<u>18</u>	20
B. Community Impact	18	40
C. Readiness to Proceed	<u>13</u>	20
D. Management Capacity	20	20
TOTAL SCORE	<u>69</u>	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Name:	Downtown Roadway Upgrade
I. MINIMUM	CRITERIA FOR SUPPORT
X	A. Project is well defined
X	B. Project has been openly discussed and enjoys support from government,
	private sector and community members
X	C. Project is consistent with CEDS goals
	• Destination Tourism
	Commercial and Retail Development
	Revenue Diversification
	<ul> <li>Small Business and Entrepreneurship</li> </ul>
X	D. Project is expected to benefit more than a single individual, group or Organization
	E. Project needs some form of public funding and represents an appropriate federal dollars

EXPLANATION: Project is currently in design phase, and conceptual design has been submitted to the Executive Branch and Tribal Council for review and comment. The project is intended to support all four CEDS goals. It will benefit all Tribal members as well as the owners of retail businesses in the downtown area. It will require public funding and represents an appropriate use of federal highway program dollars.

### II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture

This project supports the traditional Cherokee values of hospitality and group harmony.

2. Project will be consistent with existing tribal regulations when completed 0 Not consistent or requires changes

- 3 Consistent with regulations
- 5 Substantially exceeds regulatory requirements

Project's design will enable mitigation of existing safety and environmental issues.

- Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed
  - 0 Requires new infrastructure development
  - 3 Requires moderate infrastructure development
  - 5 Requires no new infrastructure

Project requires moderate infrastructure development — adding drainage, burying utilities, re-designing roadway lanes and removing parking spaces.

- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Project is consistent with Cherokee Long-Range Transportation Plan and addresses safety, economic development, and environmental goals.

Score for Section A. 18

EXPLANATION: The project will improve the downtown roadway in a manner that is consistent with Cherokee values, enhances existing infrastructure, and supports the Tribe's long-range economic development and transportation planning.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members

### 0 Fewer than 10 jobs

- 1 10 to 20 jobs
- 3 21 to 50 jobs
- 4 51 to 100 jobs
- 5 More than 100 jobs

Project may create some temporary jobs during construction but is not intended to create new long-term jobs for EBCI members.

- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact

- 3 Demonstrates some direct impact
- 5 Demonstrates significant impact

The project will help to improve safety, increase retail sales, and reduce road run-off and erosion.

- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year

The project will take 3-5 years to complete.

- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact

The project will improve the ability to manage and treat stormwater and roadway runoff and will reduce erosion and stream-bank damage due to flooding.

- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely

The project will generate additional public funds as required for maintenance of the new roadway, planters and shrubs.

- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment

The project is intended to increase retail foot traffic and sales in the downtown area, increasing entrepreneurship opportunities for EBCI members.

- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and Culture

This project supports the traditional Cherokee values of hospitality and group harmony.

- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new
    - governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

Project is intended to increase retail sales in the downtown area by 10-20%, which is likely to generate between \$10,000 and \$100,000 per year in new lease and levy income for the Tribe.

Score for Section B: 21

EXPLANATION: The project will improve safety, increase retail sales, and allow better management of stormwater and roadway runoff. Increases in retail sales will create some additional entrepreneurship opportunities for EBCI members and increase the levy and lease income for the Tribe.

- C. Readiness to Proceed
- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest

Feasibility has been determined. Project is currently in design stage.

- 2. Project status
  - 0 Planning not yet begun
  - 2 Feasibility or planning study completed
  - 3 Implementation plans ready
  - 4 All necessary approvals in place

Conceptual plan now being reviewed by Tribe.

- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 4 All permits received

Applications will be submitted once the conceptual design has been finalized.

- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well

The project would be funded by the Tribe.

- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

The existing workforce for road upgrades and construction is readily available.

Score for Section C. 12

EXPLANATION: Project is in conceptual design phase. Feasibility has been established. Applications will be submitted once the conceptual design has been finalized. The Tribe will likely provide most of the funding.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project

The Tribal Department of Transportation will manage this project.

- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise
  - 7 Organization has sufficient expertise or ready ability to obtain it

The Tribal Department of Transportation has the expertise needed to manage this project.

- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk
  - 3 Organization has some applicable experience with comparable projects
  - 7 Organization has direct and successful experience with comparable projects

The Tribal Department of Transportation has much direct and successful experience with comparable projects

Score for Section D. 20

EXPLANATION: The Tribal Department of Transportation will manage this project and has successfully managed similar projects in the past.

## III. SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	<u>18</u>	20
B. Community Impact	<u>21</u>	40
C. Readiness to Proceed	<u>12</u>	20
D. Management Capacity	<u>20</u>	20
TOTAL SCORE	<u>71                                    </u>	100

### **CEDS 2018 Project Scoring Rubric**

#### EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

EXPLANATION: This project will add a hotel and clubhouse to the Sequoyah National Golf Course, owned by the Tribe. The project is consistent with CEDS goals for Destination Tourism and Revenue Diversification. It will be funded by the Tribe and create additional revenue for the Tribe.

### II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture

Project is consistent with traditional Cherokee value of hospitality.

- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations
  - 5 Substantially exceeds regulatory requirements

Project will be designed so that it substantially exceeds all regulatory requirements when completed.

- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed
  - 0 Requires new infrastructure development
  - 3 Requires moderate infrastructure development
  - 5 Requires no new infrastructure

Project will require running new water and sewer lines to the hotel and clubhouse.

- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Project is consistent with, and supportive of, all pertinent plans, including plans for expanding tourist attractions such as the Adventure Park and for developing the Casino surface lot.

Score	for	Section	Α	18	
OCOIC	TOT	occuon	1 1.	10	

EXPLANATION: The hotel and clubhouse will help attract additional visitors to the Boundary and will complement both existing and planned tourist attractions. It supports multiple CEDS goals and is substantially consistent with traditional Cherokee values and culture.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members

0 Fewer than 10 jobs

1 10 to 20 jobs

3 21 to 50 jobs

4 51 to 100 jobs

5 More than 100 jobs

When completed, the project is likely to have between 51 and 100 jobs appropriate to EBCI members. These include the management, operations and maintenance of the hotel and clubhouse.

- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact

If successful, this project will both create jobs for EBCI members and also will create additional levy and privilege tax revenue for the Tribe.

- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year

A suitable site has been identified and the feasibility study has been completed. From the time that the Tribe engages a potential developer and operator, it likely will be three to five before the hotel and clubhouse are open and ready for business.

- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact

Potential environmental issues were already addressed in the construction of the golf course, so the addition of the hotel and clubhouse are not expected to have any additional environmental impact that needs to be mitigated.

- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely

If the project is successful, it is likely that additional investments will be made to the hotel and clubhouse to expand their capacity (similar to the addition of the towers at the Casino).

- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment

Project will likely generate entrepreneurship opportunities for concession management.

- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture

Project is consistent with traditional Cherokee value of hospitality.

- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental

- revenues for EBCI (lease, levy, privilege tax or investment income)
- 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
- 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

The feasibility study for the hotel and clubhouse indicate that the project may generate as much as \$1 million per year in new revenues for the EBCI.

Score for Section B <u>27</u>

EXPLANATION: If successful, the hotel and clubhouse will create jobs appropriate for EBCI members and significant new revenue for the Tribe. The project will be supportive of traditional Cherokee values.

- C. Readiness to Proceed
- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest

Analysis of market and performance of comparable golf course hotel/clubhouse projects shows that the project is feasible. The Tribe has been in discussions with potential operators for the hotel and clubhouse.

- 2. Project status
  - 0 Planning not yet begun
  - 2 Feasibility or planning study completed
  - 3 Implementation plans ready
  - 4 All necessary approvals in place

The feasibility study was completed recently.

- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 4 All permits received

No applications have been submitted.

- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated

## 2 Appropriate program exists; no indication of likelihood of funding

- 3 Appropriate program exists and has funding attached
- 4 Appropriate program exists and project fits guidelines well

This project would be funded by the Tribe.

- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

The workforce needed to design and construct a hotel and clubhouse is readily available in Western North Carolina. The multi-sports complex will be competing with Harrah's Cherokee Casino, the Adventure Park and the expanded retail outlets near the Casino for a workforce. This workforce is in moderately short supply, but existing programs are expected to help fill that supply over the next several years.

Score	for	Section	C.	11	

EXPLANATION: A suitable site has been identified, and the feasibility study has been completed. The Tribe is in discussions with potential operators. The project would be funded by the Tribe.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project

The Commerce Division is leading the process of finding potential developers and operators. Once the developer and/or operator is identified, they would lead the process of design and construction.

- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise
  - 7 Organization has sufficient expertise or ready ability to obtain it

The Commerce Division has the requisite expertise to find and engage a potential developer and/or operator.

- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk
  - 3 Organization has some applicable experience with comparable projects
  - 7 Organization has direct and successful experience with comparable projects

The Commerce Division successfully led the process of engaging the developer and operator for the Sequoyah National Golf Course.

Score for Section D	20
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EXPLANATION: The Tribe will build and own the hotel and clubhouse. The Commerce Division is leading the effort to find and engage the developer and/or operator for the hotel and clubhouse. The Commerce Division successfully led the process of engaging the developer and the operator for the Sequoyah National Golf Course.

### III. SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	<u>18</u>	20
B. Community Impact	<u>27</u>	40
C. Readiness to Proceed	<u>11</u>	20
D. Management Capacity	<u>20</u>	20
TOTAL SCORE	<u>76</u>	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

EXPLANATION: The Multi-Sports Complex will be a site with both outdoor and indoor sports facilities and will be of a sufficient size and quality to enable the Tribe to attract sports tournaments. The concept is popular with Cherokee residents and businesses, as it will both provide a convenient place for Cherokee organizations to host tournaments, and also attract additional retail and hotel guests. It is consistent with all CEDS goals and will require public funding.

## II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture

Project is consistent with traditional Cherokee values of hospitality, group harmony, and educating the children by providing values-oriented recreation.

- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations

### 5 Substantially exceeds regulatory requirements

Project will be designed so that it substantially exceeds all regulatory requirements.

- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed
  - 0 Requires new infrastructure development
  - 3 Requires moderate infrastructure development
  - 5 Requires no new infrastructure

Project requires no new infrastructure development.

- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Project is consistent with, and supportive of, all pertinent plans, including plans for Fairgrounds, Cultural District, and Downtown Roadway Upgrade.

Score for Section A. 20

EXPLANATION: The project will complement and enhance existing tourist attractions and will not require new infrastructure development. It is substantially consistent with traditional Cherokee values and culture.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members

0 Fewer than 10 jobs

1 10 to 20 jobs

3 21 to 50 jobs

4 51 to 100 jobs

5 More than 100 jobs

When completed, the project is likely to have between 21 and 50 jobs appropriate to EBCI members. These include direct job creation - the management, operations and maintenance of the multi-sports facility — and indirect job creation — increased hotel staffing required to serve the increased number of hotel guests.

- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact

The project will create additional levy and privilege tax when fully operational.

- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year

A suitable site for the multi-sports complex has not yet been identified, and a feasibility study has not yet been completed. The planning and approvals process is likely to take at least a year, with at least another two years required for construction and booking.

- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact

Project will be designed to have little or no impact on the environment.

- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely

Project is unlikely to generate much subsequent investment.

- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment

Project will likely generate entrepreneurship opportunities for concession management.

- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture

Project will support traditional Cherokee values of hospitality, group harmony, and educating the children by providing values-oriented recreation.

8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians

- 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
- 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
- 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

Project will increase tourist visits and overnight stays on the Boundary, thereby increasing levy and privilege tax by between \$10,000 and \$100,000 per year.

Score for Section B 18

EXPLANATION: If successful, the Multi-Sports Complex will create jobs both directly – for the complex operations – and indirectly through increased retail and hotel stays. The increased retail and hotel stays will generate additional levy and privilege tax for the Tribe. The project will be supportive of traditional Cherokee values.

### C. Readiness to Proceed

1. Level of project feasibility

## 0 Feasibility determination needed

- 2 Feasibility partially demonstrated
- 4 Feasibility demonstrated, and potential participants exhibit strong interest

Feasibility study has not been completed.

2. Project status

### 0 Planning not yet begun

- 2 Feasibility or planning study completed
- 3 Implementation plans ready
- 4 All necessary approvals in place

Detailed planning has not yet taken place.

3. Receipt of necessary tribal, state, federal, and BIA permits

#### 0 All applications not yet submitted

- 2 All applications submitted, but pending
- 3 Applications under review; in negotiation with EBCI
- 3 All permits received

No applications have been submitted.

4. Availability of funds suitable to proposed project

0 No clear source of funds indicated

## 2 Appropriate program exists; no indication of likelihood of funding

- 3 Appropriate program exists and has funding attached
- 4 Appropriate program exists and project fits guidelines well

This project would be funded by the Tribe.

- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

The workforce needed to design and construct a multi-sports facility is readily available in Western North Carolina. The multi-sports complex will be competing with Harrah's Casino, the Adventure Park and the expanded retail outlets near the Casino for a workforce. This workforce is in moderately short supply, but existing programs are expected to help fill that supply over the next several years.

Score for Section C. <u>5</u>

EXPLANATION: This project is still in the conceptual stage. A suitable site has not yet been identified, and no feasibility study has been completed.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project
- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise
  - 7 Organization has sufficient expertise or ready ability to obtain it
- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk
  - 3 Organization has some applicable experience with comparable projects

## 7 Organization has direct and successful experience with comparable projects

## Score for Section D. <u>0</u>

EXPLANATION: No organization has been identified to develop or manage the project.

## III. SCORING SUMMARY

Actual score	Maximum score
20	20
18	40
5	20
<u>0</u>	<u>20</u>
43	100
	20 18

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Name	: _Second Grocery Store
I. MINIMUM	I CRITERIA FOR SUPPORT
X	_ A. Project is well defined
X	_ B. Project has been openly discussed and enjoys support from government, private sector and community members
X_	_ C. Project is consistent with CEDS goals
	Destination Tourism     Commonial and Post il Development
	Commercial and Retail Development
	Revenue Diversification
	<ul> <li>Small Business and Entrepreneurship</li> </ul>
X_	_ D. Project is expected to benefit more than a single individual, group or Organization
_X	<ul> <li>E. Project needs some form of public funding and represents an appropriate use of federal dollars</li> </ul>

EXPLANATION: This project would bring a second, high-quality grocery store to the Boundary. It is consistent with CEDS goals for Revenue Diversification and Commercial and Retail Development. The Tribe would develop the lot and an owner/operator would build and operate the grocery store.

## II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture

Project is consistent with traditional Cherokee values of hospitality and group harmony.

- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations
  - 5 Substantially exceeds regulatory requirements

Project will be designed so that it substantially exceeds all regulatory requirements.

3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed

## 0 Requires new infrastructure development

- 3 Requires moderate infrastructure development
- 5 Requires no new infrastructure

Project will require development of infrastructure: new site, drainage, sewer and utilities.

- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Project is consistent with community plans.

Score for Section A. 12

EXPLANATION: Project is consistent with community plans but will require new infrastructure development.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members
  - 0 Fewer than 10 jobs
  - 1 10 to 20 jobs
  - 3 21 to 50 jobs
  - 4 51 to 100 jobs
  - 5 More than 100 jobs

When completed, the project is likely to have between 21 and 50 jobs appropriate to EBCI members in the management, operations and maintenance of the grocery store.

- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact

When completed, the project will increase access to healthy and nutritious food for EBCI members.

3. Time frame for project achieving expected total impact

### 0 Occurs beyond five years

1 Occurs between three and five years

- 3 Occurs within two years
- 5 Occurs within one year

The one-mile exclusion granted to Food Lion makes the development of a new supermarket on the Boundary economically unattractive. It won't be possible to build a new supermarket until the current exclusion granted to the Food Lion reaches the end of its term.

- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact

Runoff from the project parking lot is likely to have some impact on streams and water quality that can be mitigated.

- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely

Subsequent investment within a five-year period after the opening of the supermarket is unlikely.

- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment

The supermarket will be owned and operated by a national chain.

- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture

Project is consistent with traditional Cherokee values of hospitality and group harmony.

- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

It will be quite difficult for a second supermarket to reach high levels of sales, so to be on the conservative side, we are estimating \$10,000 or less in new governmental revenues.

Score fo	r Secti	on B	11
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EXPLANATION: If a second supermarket could be opened successfully, it would create new jobs and increase governmental revenue. At this time, the one-mile exclusion granted to Food Lion supermarket makes it economically unattractive to open a second supermarket on the Boundary.

#### C. Readiness to Proceed

1. Level of project feasibility

### 0 Feasibility determination needed

- 2 Feasibility partially demonstrated
- 4 Feasibility demonstrated, and potential participants exhibit strong interest

Project is not currently feasible.

2. Project status

## 0 Planning not yet begun

- 2 Feasibility or planning study completed
- 3 Implementation plans ready
- 4 All necessary approvals in place
- 3. Receipt of necessary tribal, state, federal, and BIA permits

## 0 All applications not yet submitted

- 2 All applications submitted, but pending
- 3 Applications under review; in negotiation with EBCI
- 4 All permits received
- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding

### 3 Appropriate program exists and has funding attached

4 Appropriate program exists and project fits guidelines well

Project would be funded by the Tribe.

- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years

- 2 Workforce required is in extremely short supply but existing education and training programs will generate the needed supply within 2-3 years
- 3 Workforce required is in moderately short supply but existing education and training programs will generate the needed supply within 1-2 years
- 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

The workforce needed to design and construct a supermarket is readily available in Western North Carolina. The supermarket will be competing with Harrah's Casino, the Adventure Park and the expanded retail outlets near the Casino for a workforce. This workforce is in moderately short supply, but existing programs are expected to help fill that supply over the next several years.

<del></del>
EXPLANATION: The project is not currently feasible. If it becomes feasible, the preparation of the
lot drainage and utilities will be funded by the Tribe. The owner/operator would fund the

D. Management Capacity

Score for Section C.

- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project
- 2. Responsible organization's access to needed expertise

6

construction of the supermarket building.

- 0 Organization lacks sufficient internal expertise or access to outside resources
- 3 Organization has internal capacity, but needs to supplement with additional expertise
- 7 Organization has sufficient expertise or ready ability to obtain it
- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk
  - 3 Organization has some applicable experience with comparable projects
  - 7 Organization has direct and successful experience with comparable projects

Score for S	Section D.	0	)
ocore ror i	occuon D.		

EXPLANATION: The Commerce Department has had extensive discussions with a range of grocery store operators, but none of them is willing to site a store on the Boundary as long as the one-mile exclusion that has been granted to Food Lion is in place.

## III. SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	<u>12</u>	20
B. Community Impact	11	40
C. Readiness to Proceed	6	20
D. Management Capacity	0	20
TOTAL SCORE	<u>29</u>	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Name: Workforce Housing

I. MINIMUM CRITERIA FOR SUPPORT

\_\_X \_\_ A. Project is well defined

\_\_X \_\_ B. Project has been openly discussed and enjoys support from government, private sector and community members

\_\_X \_\_ C. Project is consistent with CEDS goals

\_\_\_ Destination Tourism

\_\_ Commercial and Retail Development

\_\_ Revenue Diversification

\_\_ Small Business and Entrepreneurship

\_\_X \_\_ D. Project is expected to benefit more than a single individual, group or Organization

X \_\_ E. Project needs some form of public funding and represents an appropriate

EXPLANATION: This project will provide rental housing off the Boundary. It will be owned by the Tribe, and the intended market are individuals who will work in the Casino, the Adventure Park and the Hospital. Additional rental housing located within a short drive of the Boundary will help address the challenges of finding personnel, particularly for overnight shifts. It has been discussed, and enjoys support in its current design, which does not diminish the Tribe's ability to create rental and home ownership opportunities for Tribal members on the Boundary. It will benefit the Tribe as a whole and will be funded directly by the Tribe.

## II. PROJECT SCORING

use of federal dollars

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture

Project is consistent with Cherokee values of hospitality and group harmony.

2. Project will be consistent with existing tribal regulations when completed

- 0 Not consistent or requires changes
- 3 Consistent with regulations
- 5 Substantially exceeds regulatory requirements

Project will be designed so that it substantially exceeds regulatory requirements.

- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed
  - 0 Requires new infrastructure development
  - 3 Requires moderate infrastructure development
  - 5 Requires no new infrastructure

Project requires no new infrastructure development on the Boundary.

- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Project is consistent with, and supportive of, all pertinent plans, including the creation of the Adventure Park and the development of retail and entertainment venues next to the Casino.

Score for Section A. 20

EXPLANATION: Project is consistent with community values, goals and plans. It provides important support to enable expansion of retail and entertainment venues on the Boundary currently planned over the next three-five years.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members
  - 0 Fewer than 10 jobs
  - 1 10 to 20 jobs
  - 3 21 to 50 jobs
  - 4 51 to 100 jobs
  - 5 More than 100 jobs

Project is not intended to create jobs for EBCI members.

- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact

Project will help to enable expansion of retail and entertainment offerings on the Boundary. Those expansions will lead to increased levy and privilege taxes.

- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year
- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact

Project will be located and designed to have little or no environmental impact.

- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely

Project is likely to generate additional investment in retail or services adjacent to the workforce development housing.

- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment

Project is likely to generate additional investment in retail or services adjacent to the workforce development housing.

- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and Culture

The creation of workforce housing off the Boundary to serve potential employees of the businesses located on the Boundary will support and enhance traditional Cherokee values of hospitality and group harmony.

- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental

- revenues for EBCI (lease, levy, privilege tax or investment income)
- 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
- 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

Project will provide critically needed housing for the workforce required for the creation and expansion of retail and entertainment venues on the Boundary. The planned expansions are projected to generate 500 or more jobs on the Boundary in a labor market that is already very tight. Without this housing, it will be difficult to attract the needed workforce and generate the additional levy and privilege tax projected.

Score for Section B. 19

EXPLANATION: This project will provide affordable, accessible rental housing for individuals who work on the Boundary. This is a critically important support required for the creation and expansion of additional retail and entertainment venues on the Boundary, including the Adventure Park and the development of retail and entertainment near Harrah's Casino, because it will enable them to attract and retain qualified staff.

### C. Readiness to Proceed

1. Level of project feasibility

### 0 Feasibility determination needed

- 2 Feasibility partially demonstrated
- 4 Feasibility demonstrated, and potential participants exhibit strong interest

Feasibility study has not been completed.

2. Project status

### 0 Planning not yet begun

- 2 Feasibility or planning study completed
- 3 Implementation plans ready
- 4 All necessary approvals in place

Detailed planning has not yet taken place.

3. Receipt of necessary tribal, state, federal, and BIA permits

### 0 All applications not yet submitted

- 2 All applications submitted, but pending
- 3 Applications under review; in negotiation with EBCI
- 3 All permits received

No applications have been submitted.

- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well

This project would be funded by the Tribe.

- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

The workforce needed to design, construct and manage a rental housing complex is readily available in Western North Carolina,

Score for Section C. <u>6</u>

EXPLANATION: This project is still in the conceptual stage. A suitable site has not yet been identified, and no feasibility study has been completed.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project
- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise
  - 7 Organization has sufficient expertise or ready ability to obtain it
- 3. Responsible organization's experience with comparable projects 0 No experience and project entail significant risk

- 2 No experience but project entails moderate risk
- 3 Organization has some applicable experience with comparable projects
- 7 Organization has direct and successful experience with comparable projects

## Score for Section D. 16

EXPLANATION: This project will be managed by the Housing Department of the Eastern Band of Cherokee Indians. The Housing Department will engage a housing developer and property manager to develop and manage the property for the Tribe. The Housing Department has applicable experience with developing and managing rental properties on the Boundary.

### III. SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	20	20
B. Community Impact	19	40
C. Readiness to Proceed	6	20
D. Management Capacity	<u>16</u>	<u>20</u>
TOTAL SCORE	61	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Name: Cherokee Agricultural Center
I. MINIMUM CRITERIA FOR SUPPORT No A. Project is well defined No B. Project has been openly discussed and enjoys support from government, private sector and community members Yes C. Project is consistent with CEDS goals  • Destination Tourism  • Commercial and Retail Development  • Revenue Diversification  • Small Business and Entrepreneurship Yes D. Project is expected to benefit more than a single individual, group or Organization Yes E. Project needs some form of public funding and represents an appropriate use of federal dollars
EXPLANATION: The idea of an Ag Center came into existence at the same time that the Department of Agriculture was created. Since there are few agriculture-related enterprises in Cherokee, the Secretary doesn't believe that there is a need for an Ag Center. Most agriculture-related commerce is gardening for personal use and donations. Also, there is an existing center in Canton near Asheville, which provides a venue for local ranchers and farmers to sell their product and attend events

## PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture
- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations
  - 5 Substantially exceeds regulatory requirements

3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed

## 0 Requires new infrastructure development

- 3 Requires moderate infrastructure development
- 5 Requires no new infrastructure
- 4. Project is consistent with existing community plans

## 0 Project inconsistent with community plans

- 2 Project consistent with community plans
- 3 Project explicitly identified in plans
- 5 Project consistent with all pertinent plans, addressing multiple goals

Score	for	Section	A	4

EXPLANATION: There are few agriculture-related enterprises in Cherokee, the Secretary doesn't believe that there is a need for an Ag Center. Most agriculture-related commerce is gardening for personal use and donations.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members

## 0 Fewer than 10 jobs

- 1 10 to 20 jobs
- 3 21 to 50 jobs
- 4 51 to 100 jobs
- 5 More than 100 jobs
- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)

## 0 No significant impact

- 1 Demonstrates indirect impact
- 3 Demonstrates some direct impact
- 5 Demonstrates significant impact
- 3. Time frame for project achieving expected total impact

## 0 Occurs beyond five years

- 1 Occurs between three and five years
- 3 Occurs within two years
- 5 Occurs within one year
- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact

- 5 Significant positive impact
- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely
- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment
- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture
- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

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EXPLANATION: There are few agriculture-related enterprises in Cherokee, the Secretary doesn't believe that there is a need for an Ag Center. Most agriculture-related commerce is gardening for personal use and donations.

- C. Readiness to Proceed
- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest
- 2. Project status

### 0 Planning not yet begun

- 2 Feasibility or planning study completed
- 3 Implementation plans ready
- 4 All necessary approvals in place
- 3. Receipt of necessary tribal, state, federal, and BIA permits

## 0 All applications not yet submitted

- 2 All applications submitted, but pending
- 3 Applications under review; in negotiation with EBCI
- 3 All permits received
- 4. Availability of funds suitable to proposed project

### 0 No clear source of funds indicated

- 2 Appropriate program exists; no indication of likelihood of funding
- 3 Appropriate program exists and has funding attached
- 4 Appropriate program exists and project fits guidelines well
- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

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EXPLANATION: There are few agriculture-related enterprises in Cherokee, the Secretary doesn't believe that there is a need for an Ag Center. Most agriculture-related commerce is gardening for personal use and donations.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project

### 0 Unclear who will develop or manage project

- 3 Potential developer or manager identified
- 6 Manager or developer identified and committed to leading project
- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional

expertise

- 7 Organization has sufficient expertise or ready ability to obtain it
- 3. Responsible organization's experience with comparable projects
  - 0 No experience, and the project entails significant risk
  - 2 No experience but project entails moderate risk
  - 3 Organization has some applicable experience with comparable projects
  - 7 Organization has direct and successful experience with comparable projects

	Score	for	Section	D.		0	)
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EXPLANATION: There are few agriculture-related enterprises in Cherokee, the Secretary doesn't believe that there is a need for an Ag Center. Most agriculture-related commerce is gardening for personal use and donations.

### III. SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	4	20
B. Community Impact	5	40
C. Readiness to Proceed	3	20
D. Management Capacity	0	20
TOTAL SCORE	12	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Project Name: Relocation of BIA Building

Ι	I. MINIMUM CRITERIA FOR SUPPORT
	X A. Project is well defined
	X B. Project has been openly discussed and enjoys support from government,
	private sector and community members
	X C. Project is consistent with CEDS goals
	• Destination Tourism
	Commercial and Retail Development
	Revenue Diversification
	• Small Business and Entrepreneurship
	X D. Project is expected to benefit more than a single individual, group or
	Organization
	X E. Project needs some form of public funding and represents an
	appropriate use of federal dollars
	EXPLANATION: The relocation would free up land for the development of for-profit businesses,
	which is consistent with the CEDS goal of commercial and retail development. This project has been
	discussed by the Tribal Council.

## II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture
- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations
  - 5 Substantially exceeds regulatory requirements
- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed
  - 0 Requires new infrastructure development
  - 3 Requires moderate infrastructure development
  - 5 Requires no new infrastructure
- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans

### 2 Project consistent with community plans

- 3 Project explicitly identified in plans
- 5 Project consistent with all pertinent plans, addressing multiple goals

Score for Section A. 6

EXPLANATION: This project is consistent with the traditional Cherokee value of a commitment to stewardship of the homelands of the tribe. Since the BIA controls all of the historical and possessory holding document, its consent would be necessary to remove them, which would require the passage of a 638 Service Compact.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members

## 0 Fewer than 10 jobs

- 1 10 to 20 jobs
- 3 21 to 50 jobs
- 4 51 to 100 jobs
- 5 More than 100 jobs
- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact
- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year
- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact
- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely
- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members

- 0 No entrepreneurship component
- 1 Moderate entrepreneurship opportunities
- 3 Significant entrepreneurship opportunities
- 5 Significant entrepreneurship opportunities and outside investment
- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture
- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

Score	for	Section	R	22	
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EXPLANATION: The completion of this project will make available land suitable for commercial or retail development, which would likely generate additional development and entrepreneurial opportunities. As a result, the project would support Cherokee values of commitment to stewardship of the homelands of the Cherokee and probably generate new governmental revenues for EBCI within a reasonable time frame.

- C. Readiness to Proceed
- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest
- 2. Project status
  - 0 Planning not yet begun
  - 2 Feasibility or planning study completed
  - 3 Implementation plans ready
  - 4 All necessary approvals in place

- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 3 All permits received
- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well
- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

EXPLANATION: There is no evidence of the completion of a formal feasibility determination or
planning process. The likely source of funding would be tribal government resources.

D. Management Capacity

Score for Section C. \_\_\_\_6\_\_\_

- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project
- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise
  - 7 Organization has sufficient expertise or ready ability to obtain it
- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk

		rience with comparable projects  ful experience with comparable
Score for Section D17	_	
EXPLANATION: Given the nee Executive Office of EBCI is the	•	ne BIA over the control of tribal records, the this project.
III. SCORING SUMMARY		
<ul><li>A. Consistency with CEDS</li><li>B. Community Impact</li><li>C. Readiness to Proceed</li><li>D. Management Capacity</li></ul>	Actual score622617	<u>Maximum score</u> 20 40 20 20

100

\_\_\_\_51\_\_\_

TOTAL SCORE

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Name: Archive Facility
. MINIMUM CRITERIA FOR SUPPORT
X A. Project is well defined
X B. Project has been openly discussed and enjoys support from government,
private sector and community members
X C. Project is consistent with CEDS goals
<ul> <li>Destination Tourism</li> </ul>
Commercial and Retail Development
Revenue Diversification
• Small Business and Entrepreneurship
X D. Project is expected to benefit more than a single individual, group or Organization
X E. Project needs some form of public funding and represents an
appropriate use of federal dollars

EXPLANATION: An initial study completed in 2014 analyzed the feasibility of establishing an Archives facility either in conjunction with the Museum of the Cherokee Indian or as a stand-alone entity.

### II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture
- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations
  - 5 Substantially exceeds regulatory requirements
- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed
  - 0 Requires new infrastructure development

#### 3 Requires moderate infrastructure development

- 5 Requires no new infrastructure
- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Score	for	Section	A	16	

EXPLANATION: When the school was constructed in the mid-2000s, the archeological dig found many artifacts. With the land exchange agreement with the Parks Department, the Tribe agreed to construct a facility to house these artifacts, which are currently in storage in Florida. Project is consistent with traditional Cherokee values of honoring the past by knowing one's ancestors, identifying with and belonging to the tribe, and living and preserving Cherokee culture.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members
  - 0 Fewer than 10 jobs
  - 1 10 to 20 jobs
  - 3 21 to 50 jobs
  - 4 51 to 100 jobs
  - 5 More than 100 jobs
- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact
- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year
- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact
- 5. Project will generate or facilitate subsequent public or private investment

- 0 Subsequent investment unlikely
- 1 Moderate investment likely
- 3 Substantial investment likely
- 5 Substantial private investment likely
- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment
- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture
- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

Score for Section B \_\_\_\_22

EXPLANATION: The Archives facility would require five to seven full-time staff to manage it. There is a limited public audience for archives facilities, except for those located in museums with exhibits and educational programming. The facility will likely draw additional tourists to Cherokee and generate revenues through admissions and concession sales.

- C. Readiness to Proceed
- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest
- 2. Project status
  - 0 Planning not yet begun
  - 2 Feasibility or planning study completed
  - 3 Implementation plans ready

- 4 All necessary approvals in place
- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 3 All permits received
- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well
- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

C	<i>C</i>	Section		4	
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EXPLANATION: An initial study completed in 2014. Negotiations required for the transfer of artifacts stored out of state and the historical documents held by BIA. Archives are managed by archivists and object collections, like those in the Museum, are managed by curators. There are few archivists within a one-hour drive of the Boundary. While similar, these positions have different skill sets, education and training.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project
- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise

7	Organi	zation	has	sufficient	expertise of	or ready	ability	to	obtain	it

- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk
  - 3 Organization has some applicable experience with comparable projects
  - 7 Organization has direct and successful experience with comparable projects

Score for Sec	rtion D	8	

EXPLANATION: At this time, the Tribal Historical Preservation Office is the lead entity for developing this project. It is not certain which organization would be responsible for developing and managing the project. It would need to hire specialized staff.

### III. SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	16	20
B. Community Impact	22	40
C. Readiness to Proceed	4	20
D. Management Capacity	8	20
TOTAL SCORE	50	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

	Project Name	<b>Business</b>	Incubator
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I. MINIMUM CRITERIA FOR SUPPORT
X A. Project is well defined
X B. Project has been openly discussed and enjoys support from government,
private sector and community members
X C. Project is consistent with CEDS goals
<ul> <li>Destination Tourism</li> </ul>
<ul> <li>Commercial and Retail Development</li> </ul>
Revenue Diversification
<ul> <li>Small Business and Entrepreneurship</li> </ul>
X D. Project is expected to benefit more than a single individual, group or
Organization
X E. Project needs some form of public funding and represents an
appropriate use of federal dollars

EXPLANATION: The Commerce Department has pursued this project for many years. It considered an "incubator without walls" model but now wants to expand this idea into a physical structure that will provide resources that entrepreneurs can access in their homes (WIFI). The Sequoyah Fund allows entrepreneurs to use their space for free, as a means of testing the market receptiveness. Entrepreneurs can access the Fund's photography studio, which provides a full suite of services. Also, a small number of users could be tourists, who need a space to work during visits to Cherokee.

### II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture
- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations

- 5 Substantially exceeds regulatory requirements
- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed
  - 0 Requires new infrastructure development
  - 3 Requires moderate infrastructure development
  - 5 Requires no new infrastructure
- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Score for Section A. <u>16</u>

EXPLANATION: The co-working space promotes interaction among business owners, which is consistent with Cherokee values. It is consistent with BIA, Tribal Levy, and TERO regulations. The Commerce Department has pursued this project for many years.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members

0 Fewer than 10 jobs

1 10 to 20 jobs

3 21 to 50 jobs

4 51 to 100 jobs

- 5 More than 100 jobs
- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact
- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year
- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact

- 5 Significant positive impact
- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely
- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment
- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture
- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

Score for	or Secti	on B	27

EXPLANATION: The Incubator would need at least one manager. Indirectly, the businesses created through the Incubator would probably yield about new 25 sole practitioners in the first year. Also, the development of the Incubator would engage construction workers to complete the site. The increased accessibility to the resources of the Incubator and the Fund. Depending on the size of the Incubator space. The likely income sources would be rents (entrepreneurs pay for the use of space; the Incubator pays rent to the owner of the site), tribal levies, and investment income. Lastly, the space would provide significant value to local artists, who are at the core of Cherokee culture. The co-working space promotes interaction among business owners, which is consistent with Cherokee values.

C. Readiness to Proceed

- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest
- 2. Project status
  - 0 Planning not yet begun
  - 2 Feasibility or planning study completed
  - 3 Implementation plans ready
  - 4 All necessary approvals in place
- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 3 All permits received
- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well
- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

Score for Section	C <b>8</b>
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EXPLANATION: Project sponsor previously completed a feasibility analysis and implementation plan and is currently updating those findings.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project

- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise
  - 7 Organization has sufficient expertise or ready ability to obtain it
- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk
  - 3 Organization has some applicable experience with comparable projects
  - 7 Organization has direct and successful experience with comparable projects

Score	for	Section	D	16
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EXPLANATION: The Sequoyah Fund currently allows entrepreneurs to use their space for free, as a means of testing the market receptiveness.

#### III. SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	16	20
B. Community Impact	27	40
C. Readiness to Proceed	8	20
D. Management Capacity	16	20
TOTAL SCORE	67	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Name Centralized Administration Building

AINIMUM CRITERIA FOR SUPPORT	
X A. Project is well defined	
X B. Project has been openly discussed and enjoys support from governmen	t,
private sector and community members	
X C. Project is consistent with CEDS goals	
<ul> <li>Destination Tourism</li> </ul>	
<ul> <li>Commercial and Retail Development</li> </ul>	
Revenue Diversification	
<ul> <li>Small Business and Entrepreneurship</li> </ul>	
X D. Project is expected to benefit more than a single individual, group or Organization	
X E. Project needs some form of public funding and represents an appropria	ate
use of federal dollars	

EXPLANATION: There is no centralized effort underway to move forward with this project. Different governmental departments exist in siloes and no single entity is exploring the options.

#### II. PROJECT SCORING

I.

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture
- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations
  - 5 Substantially exceeds regulatory requirements
- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed
  - 0 Requires new infrastructure development
  - 3 Requires moderate infrastructure development
  - 5 Requires no new infrastructure

- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Score for	Section A.	11

EXPLANATION: Centralizing EBCI governmental functions into a single location would move departments out of aging facilities that the Tribe has outgrown and are no longer suitable. No existing facility could accommodate this purpose, so a newly constructed facility on a parcel near the Council House and the old Cherokee High School would be a logical solution. Also, due to the lack of land, a new structure would be a multilevel one.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members
  - 0 Fewer than 10 jobs
  - 1 10 to 20 jobs
  - 3 21 to 50 jobs
  - 4 51 to 100 jobs
  - 5 More than 100 jobs
- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact
- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year
- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact
- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely

- 3 Substantial investment likely
- 5 Substantial private investment likely
- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment
- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture
- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

Score	_	0	. •	n	22	
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EXPLANATION: – A centralized administration building would likely impact 90% of the total 1,185-person workforce of EBCI, including the Tribe's executive leadership, governmental operations, finance, legal, The Tribal Council, public works administration, housing, land, infrastructure, and about 100 employees in outlying offices. A new facility would allow the government to better manage different functions. For instance, a new facility would allow the Tribe to combine finance with housing construction, which would provide better services for anyone seeking support for building a new home. Opportunities to save on utility costs, better work product, more efficiencies in current headcount, and reprogramming of duplicative services could result from this new facility.

- C. Readiness to Proceed
- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest
- 2. Project status
  - 0 Planning not yet begun

- 2 Feasibility or planning study completed
- 3 Implementation plans ready
- 4 All necessary approvals in place
- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 3 All permits received
- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well
- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

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Score.	tor	Section	( ,,	6

EXPLANATION: There is no centralized effort underway to move forward with this project. Discussions about this project have gone on for the last 15 years. The Tribe has the capital to invest and wouldn't need outside resources. EBCI needs a plan that examines the impact of moving government workers into temporary space. A phased approach involving the temporary relocation of departments while construction is taking place would be the logical outcome.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project
- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources

- 3 Organization has internal capacity, but needs to supplement with additional expertise
- 7 Organization has sufficient expertise or ready ability to obtain it
- 3. Responsible organization's experience with comparable projects

### 0 No experience and project entail significant risk

- 2 No experience but project entails moderate risk
- 3 Organization has some applicable experience with comparable projects
  7 Organization has direct and successful experience with comparable projects

Organization has direct and successful experience with comparable projects
Score for Section D0
EXPLANATION: No single entity is exploring the options.
EAFLANATION. No single entity is exploring the options.

### III. SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	11	20
B. Community Impact	23	40
C. Readiness to Proceed	6	20
D. Management Capacity	0	20
TOTAL SCORE	40	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

### Project Name CHILDREN'S INTERACTIVE DISCOVERY CENTER

I	. MINIMUM CRITERIA FOR SUPPORT
	X A. Project is well defined
	X B. Project has been openly discussed and enjoys support from government,
	private sector and community members
	X C. Project is consistent with CEDS goals
	• Destination Tourism
	• Commercial and Retail Development
	Revenue Diversification
	<ul> <li>Small Business and Entrepreneurship</li> </ul>
	_X_ D. Project is expected to benefit more than a single individual, group or
	Organization
	X _ E. Project needs some form of public funding and represents an appropriate
	use of federal dollars
	EXPLANATION: This project involves the development of a culturally-based experiential center
	that targets families. A preliminary design and concept study was completed in 2011.

### II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture
- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations
  - 5 Substantially exceeds regulatory requirements
- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed
  - 0 Requires new infrastructure development

#### 3 Requires moderate infrastructure development

- 5 Requires no new infrastructure
- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

EXPLANATION: The project is consistent the Cherokee values of "Group harmony in community and kin relationships, and freely sharing and giving time, talent and treasures" and "Educating the children by providing values-oriented education and recreation, and by being strong role models for them." The facility would demonstrate original Cherokee technology and the science behind why and how these technologies work. The concept has problems with finding an appropriate site because there isn't sufficient space near the Cherokee Museum to accommodate this facility.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members

0 Fewer than 10 jobs

1 10 to 20 jobs

3 21 to 50 jobs

4 51 to 100 jobs

5 More than 100 jobs

- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact
- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year
- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact

- 5 Significant positive impact
- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely
- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment
- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture
- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

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EXPLANATION: Likely to employ less than 20 people. The attraction is envisioned as a traffic-generator but not a significant money-maker.

- C. Readiness to Proceed
- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest
- 2. Project status
  - 0 Planning not yet begun

- 2 Feasibility or planning study completed
- 3 Implementation plans ready
- 4 All necessary approvals in place
- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 3 All permits received
- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well
- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply, within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs with continue to generate the needed supply

Score for	Section	C.	8
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EXPLANATION: No feasibility study completed. The likely source of funding is the Tribal government. Also, the management by the Cherokee Museum would provide access to a capable workforce for the project.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project
- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise
  - 7 Organization has sufficient expertise or ready ability to obtain it

- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk
  - 3 Organization has some applicable experience with comparable projects
  - 7 Organization has direct and successful experience with comparable projects

Score fo	r Section D.	. 20

EXPLANATION: The Commerce Department along with the Cherokee Museum have accountability for moving the project forward. Both organizations possess sufficient capacity and experience to complete this project.

### III. SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	14	20
B. Community Impact	21	40
C. Readiness to Proceed	8	20
D. Management Capacity	20	20
TOTAL SCORE	63	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Name Cultural District Master Plan

I. MINIMUM CRITERIA FOR SUPPORT
X A. Project is well defined
X B. Project has been openly discussed and enjoys support from government,
private sector and community members
_X C. Project is consistent with CEDS goals
<ul> <li>Destination Tourism</li> </ul>
<ul> <li>Commercial and Retail Development</li> </ul>
Revenue Diversification
<ul> <li>Small Business and Entrepreneurship</li> </ul>
X D. Project is expected to benefit more than a single individual, group or Organization
_X E. Project needs some form of public funding and represents an appropriate use of federal dollars

EXPLANATION: This project involves the creation of a strategy for improving the quality and earnings potential of the major cultural attractions. During the last CEDS process, EBCI's major "Cultural Partners" (the Museum, the Village, the Drama) led an effort to create a similar master plan.

### II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture
- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations
  - 5 Substantially exceeds regulatory requirements
- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed

- 0 Requires new infrastructure development
- 3 Requires moderate infrastructure development
- 5 Requires no new infrastructure
- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Score for Section A. 16
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EXPLANATION: Cherokee's cultural attractions are the cornerstone of the non-casino tourism. A strategy for the improving this aspect of EBCI's economy would be consistent with all aspects of Cherokee's values. Moreover, since the project involves improving existing attractions, only some moderate changes to the existing infrastructure would occur.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members
  - 0 Fewer than 10 jobs
  - 1 10 to 20 jobs
  - 3 21 to 50 jobs
  - 4 51 to 100 jobs
  - 5 More than 100 jobs
- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact
- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year
- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact
- 5. Project will generate or facilitate subsequent public or private investment

- 0 Subsequent investment unlikely
- 1 Moderate investment likely
- 3 Substantial investment likely
- 5 Substantial private investment likely
- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment
- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture
- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

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Score	tor	Section	В	25	

EXPLANATION: The focus of this project is to determine how best to improve the tribe's amenities and give its attractions a face-lift. A portion of the investment required for these improvements will likely come directly from the tribe. Completion of these renovations and upgrades will help the tribe gain market share in the regional tourist economy, and thereby generate additional governmental revenues (Tribal levy) for EBCI.

- C. Readiness to Proceed
- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest
- 2. Project status
  - 0 Planning not yet begun
  - 2 Feasibility or planning study completed

- 3 Implementation plans ready
- 4 All necessary approvals in place
- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 3 All permits received
- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well
- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

C	C	C	0	11	
Score-	tor	Section	(	11	

EXPLANATION: The Cultural Partners identified a source of funding through the tribal budget to cover cost of developing a master plan. Also, the cultural attractions require Cherokee workers; however, it has been difficult to keep staff who need year-round employment and fringe benefits. The significant financial safety net for tribal workers also creates a disincentive for workforce retention.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project
- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise

### 7 Organization has sufficient expertise or ready ability to obtain it

- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk
  - 3 Organization has some applicable experience with comparable projects
  - 7 Organization has direct and successful experience with comparable projects

	Score for	Section D.	20	
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EXPLANATION: The Cultural Partners are working with a destination planning company (PGAV of St. Louis) to conduct an assessment of sites and develop the strategy for the overall cultural district project.

#### III. SCORING SUMMARY

	Actual score	<u>Maximum score</u>
A. Consistency with CEDS	16	20
B. Community Impact	25	40
C. Readiness to Proceed	11	20
D. Management Capacity	20	20
TOTAL SCORE	72	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

I. MINIMUM CRITERIA FOR SUPPORT
X A. Project is well defined
X B. Project has been openly discussed and enjoys support from government,
private sector and community members
X C. Project is consistent with CEDS goals
• Destination Tourism
<ul> <li>Commercial and Retail Development</li> </ul>
Revenue Diversification
<ul> <li>Small Business and Entrepreneurship</li> </ul>
X D. Project is expected to benefit more than a single individual, group or Organization
X E. Project needs some form of public funding and represents an appropriate use of federal dollars

EXPLANATION: This project involves a complete renovation of the existing fairgrounds, including demolition and reconstruction of the physical structure, elimination of the front parking lot, and repaving of the surfaces with pavers to provide better accommodations for people with limited mobility. There were public meetings with recommendations to the Council.

#### II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture
- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations
  - 5 Substantially exceeds regulatory requirements
- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed

- 0 Requires new infrastructure development
- 3 Requires moderate infrastructure development
- 5 Requires no new infrastructure
- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Score for Section A. 1	1
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EXPLANATION: This project is consistent with the Cherokee values of group harmony in community and kin, honoring the past, and educating the children. Given the presence of the existing structure, the renovated fairgrounds would likely remain consistent with tribal regulations. Moreover, the construction of this facility might require moderate improvements to the infrastructure to maximize its suitability for proposed uses.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members
  - 0 Fewer than 10 jobs
  - 1 10 to 20 jobs
  - 3 21 to 50 jobs
  - 4 51 to 100 jobs
  - 5 More than 100 jobs
- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact
- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year
- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact

- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely
- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment
- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture
- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

EXPLANATION: Currently, six staff members oversee the fairgrounds. The renovation who the fairgrounds would create new construction jobs. Moreover, the creation of additional permanent jobs could result from better utilization and improved maintenance of the facility. The renovations would likely take up to two years to complete. The renovated facility would accommodate more events, such as trade shows, conventions, concerts, and other entertainment productions, which could lead to an increase in overnight stays and other tourism-related revenues. To maximize its revenue generation potential, the renovated fairgrounds requires a new marketing plan to promote its use.

#### C. Readiness to Proceed

- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest
- 2. Project status
  - 0 Planning not yet begun
  - 2 Feasibility or planning study completed
  - 3 Implementation plans ready
  - 4 All necessary approvals in place
- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 3 All permits received
- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well
- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

Score for Section	C.	1	(	)
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EXPLANATION: An initial set of designs for the renovation of the fairgrounds were completed about two years ago. At that time, the Tribal Council decided not to fund this project because the cost was too high. Consequently, this project requires detailed engineering and construction estimates to proceed. The general operating budget of the tribe is the likely funding source.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project
- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise
  - 7 Organization has sufficient expertise or ready ability to obtain it
- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk
  - 3 Organization has some applicable experience with comparable projects
  - 7 Organization has direct and successful experience with comparable projects

Score for Section D.	20
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EXPLANATION: Public	Works would manage	the renovation process.
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#### III. SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	11	20
B. Community Impact	16	40
C. Readiness to Proceed	10	20
D. Management Capacity	20	20
TOTAL SCORE	57	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Name: Restoration of the Gardens at the Cherokee Village

a contract of contract to the contract of the
MINIMUM CRITERIA FOR SUPPORT
X A. Project is well defined
X B. Project has been openly discussed and enjoys support from government,
private sector and community members
X C. Project is consistent with CEDS goals
• Destination Tourism
<ul> <li>Commercial and Retail Development</li> </ul>
Revenue Diversification
<ul> <li>Small Business and Entrepreneurship</li> </ul>
X D. Project is expected to benefit more than a single individual, group or Organization
_X E. Project needs some form of public funding and represents an appropriate use of federal dollars

EXPLANATION: Created a master plan for years ago and the site is ready to go into final design and construction. The last three Chiefs toured the site and gave it their support. The Tribal Planning Council reviewed the master plan. This venue would augment attractions for both Casino and "culture" tourists and requires an investment of \$3 million to \$14 million.

### II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture
- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations
  - 5 Substantially exceeds regulatory requirements
- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed

- 0 Requires new infrastructure development
- 3 Requires moderate infrastructure development
- 5 Requires no new infrastructure
- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Score for Section A.	13	
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EXPLANATION: The project promotes the preservation of natural surroundings, which is consistent with Cherokee values. The site requires new low-voltage lighting but already has water, sewer, and transportation (roadways) infrastructure. The project had support from two former Chiefs, as well as from the current Chief and Secretary of Commerce. It recently sought support through Sequoyah Fund by submitting a proposal for a \$250M matching pre-development grant. The Tribe needs to put up the other half.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members
  - 0 Fewer than 10 jobs
  - 1 10 to 20 jobs
  - 3 21 to 50 jobs
  - 4 51 to 100 jobs
  - 5 More than 100 jobs
- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact
- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year
- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact

### 5 Significant positive impact

- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely
- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment
- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture
- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

Score	for	Section	В	2.2.	

EXPLANATION: The projected number of jobs that this project would create is three, including a lead manager for maintaining the upkeep of the Village, Museum, and the Drama, two permanent groundskeepers, and four seasonal workers. Currently, there is significant erosion at the site plus the presence of evasive plants. The renovation and upkeep of the Gardens would also provide an opportunity for environment education. Private investment for the project would require solicitation of sponsorships for specific projects, such as art pieces and other culturally relevant attractions, and technological installations (tour apps). The Gardens would be open year-round, which would maximize the potential for generating governmental revenues, through generate revenue through levies on admissions, event rentals, and concession sales.

#### C. Readiness to Proceed

- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest
- 2. Project status
  - 0 Planning not yet begun
  - 2 Feasibility or planning study completed
  - 3 Implementation plans ready
  - 4 All necessary approvals in place
- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 3 All permits received
- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well
- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

EXPLANATION: Tasks required to complete pre-development phase include site survey, civ	<i>i</i> il
engineering estimates, architectural design, and electrical engineering estimates. Most of the	
restoration can be done by TERO cortified firms. The anguing maintenance will require adva	ncod

College's two-year program.

Score for Section C. \_\_\_\_\_7\_\_\_

EXPLANATION: Tasks required to complete pre-development phase include site survey, civil
engineering estimates, architectural design, and electrical engineering estimates. Most of the
restoration can be done by TERO-certified firms. The ongoing maintenance will require advanced
training in horticultural science, the skills for which could be obtained through Hayward Communit
College's two year program

- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project
- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise
  - 7 Organization has sufficient expertise or ready ability to obtain it
- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk
  - 3 Organization has some applicable experience with comparable projects
  - 7 Organization has direct and successful experience with comparable projects

Score	for	Section	D.	12

EXPLANATION: Cherokee Historical Association would manage the project, and the expertise required to successfully manage the site is similar to those needed for existing cultural venues.

#### III. SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	13	20
B. Community Impact	22	40
C. Readiness to Proceed	7	20
D. Management Capacity	12	20
TOTAL SCORE	54	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Name Multiple Listing Service

	_ A. Project is well defined
	_ B. Project has been openly discussed and enjoys support from government,
1	sector and community members
X_	_ C. Project is consistent with CEDS goals
	<ul> <li>Destination Tourism</li> </ul>
	Commercial and Retail Development
	Revenue Diversification
	• Small Business and Entrepreneurship
X	_ D. Project is expected to benefit more than a single individual, group or Organization
X	_ E. Project needs some form of public funding and represents an
	riate use of federal dollars
11 1	
PLANA'	TION: The GIS Management Office presented information about the MLS to the
ecutive C	ommittee of the Tribal Council.

# II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture
- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations
  - 5 Substantially exceeds regulatory requirements
- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed
  - 0 Requires new infrastructure development
  - 3 Requires moderate infrastructure development

#### 5 Requires no new infrastructure

- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Score for Section A. 11
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EXPLANATION: The project is consistent with the Cherokee value of strong connection with the land and commitment to stewardship of the homelands of the Cherokee. The Tribal Code considers land records as public information, but the records are housed in a federal building (BIA) and only the Tribal Realty staff have access it. The Tribe is moving to a registry of deeds system that will be online, which will make the information publically accessible. Given the current practices for land ownership information, the MLS will just identify information known to be correct.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members
  - 0 Fewer than 10 jobs
  - 1 10 to 20 jobs
  - 3 21 to 50 jobs
  - 4 51 to 100 jobs
  - 5 More than 100 jobs
- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact
- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year
- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact
- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely

# 1 Moderate investment likely

- 3 Substantial investment likely
- 5 Substantial private investment likely
- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment
- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture
- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

C	C	C	D	17	
Score -	tor	Section	В	1/	

EXPLANATION: Tribal Council approved one full-time position, but it hasn't filled the position. The opening of land records and providing developers access to potential development sites will lead to a dramatic increase in economic development. Subsequent investments will include software and server upgrades. The benchmark for determining the revenue generation potential of the MLS system is the estimated levy amount of \$700 per sf. Restaurants and retailers will likely want to access this platform.

- C. Readiness to Proceed
- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest

- 2. Project status
  - 0 Planning not yet begun
  - 2 Feasibility or planning study completed
  - 3 Implementation plans ready
  - 4 All necessary approvals in place
- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 3 All permits received
- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well
- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

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EXPLANATION: Several years ago, GIS Management Office developed a simple MLS model with 20 sites of commercial properties. A new Realtor.com-type platform is under development, which includes analytic tools and a lot of data that developers and business owners would want to see (traffic counts, economic conditions). The Economic Development department will determine whether the site should include both residential and commercials or keep them separate.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project

- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise
  - 7 Organization has sufficient expertise or ready ability to obtain it
- 3. Responsible organization's experience with comparable projects
  - 0 No experience and the project entail significant risk
  - 2 No experience but project entails moderate risk
  - 3 Organization has some applicable experience with comparable projects
  - 7 Organization has direct and successful experience with comparable projects

Score for Section D16
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EXPLANATION: The MLS would be part of EBCI's GIS Management Office, which resides in Tribal Realty Office. The site will live on the Tribe's external network and the GIS Management Office will be responsible for maintenance and budget.

#### SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	11	20
B. Community Impact	17	40
C. Readiness to Proceed	13	20
D. Management Capacity	16	20
TOTAL SCORE	57	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Project Name: Tribal LLC

I. MINIMUM CRITERIA FOR SUPPORT
X A. Project is well defined
X_ B. Project has been openly discussed and enjoys support from governmen
private sector and community members
X C. Project is consistent with CEDS goals
<ul> <li>Destination Tourism</li> </ul>
<ul> <li>Commercial and Retail Development</li> </ul>
Revenue Diversification
<ul> <li>Small Business and Entrepreneurship</li> </ul>
_X D. Project is expected to benefit more than a single individual, group or
Organization
_X E. Project needs some form of public funding and represents an
appropriate use of federal dollars

EXPLANATION: The Tribal Council will give its final approval of LLC through a vote scheduled for the first week of March. The structure of the LLC, now known as the Kituwah Economic Development Board, will be similar to the Casino LLC. It will receive its initial capitalization from the tribe but expects eventually to be self-sufficient. The LLC might hire a third-party firm to source deals. It will provide quarterly reports to the Tribal Council on its activities and investments. EBCI will use the LLC to invest in business ventures on and off the Boundary. It will pursue government contracting opportunities with the objective of long-term diversification of tribal revenues.

# II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture
- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations
  - 5 Substantially exceeds regulatory requirements
- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed

- 0 Requires new infrastructure development
- 3 Requires moderate infrastructure development
- 5 Requires no new infrastructure
- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Score for Section A. <u>14</u>

EXPLANATION: Despite its investment strategy for the LLC, the Council still needs to determine how to integrate this structure into its overall economic development planning.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members
  - 0 Fewer than 10 jobs
  - 1 10 to 20 jobs
  - 3 21 to 50 jobs
  - 4 51 to 100 jobs
  - 5 More than 100 jobs
- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact
- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year
- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact
- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely

# 1 Moderate investment likely

- 3 Substantial investment likely
- 5 Substantial private investment likely
- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members

# 0 No entrepreneurship component

- 1 Moderate entrepreneurship opportunities
- 3 Significant entrepreneurship opportunities
- 5 Significant entrepreneurship opportunities and outside investment
- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture
- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

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Score	tor	Section	в	13	

EXPLANATION: The strategy behind the LLC doesn't seek to address employment issues. There are opportunities to work on the Boundary for a limited workforce, and the Tribe would struggle to find a suitable workforce among its members for a manufacturing operation. Consequently, the proposed investment strategy involves acquiring or buying a controlling interest in existing businesses that have experience in federal contracting.

- C. Readiness to Proceed
- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest
- 2. Project status
  - 0 Planning not yet begun

- 2 Feasibility or planning study completed
- 3 Implementation plans ready
- 4 All necessary approvals in place
- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 4 All permits received
- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well
- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

C	C	C	_	20	
Score-	tor	Section	(	20	

EXPLANATION: The Tribal Council allocated seed money of \$10 million to \$25 million, with a commitment for recurring capital investment. Initially, the LLC will engage in a passive investment strategy through a private equity fund that will recommend co-investment opportunities.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project
- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise

# 7 Organization has sufficient expertise or ready ability to obtain it

- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk
  - 3 Organization has some applicable experience with comparable projects
  - 7 Organization has direct and successful experience with comparable projects

Score for Section D.	20
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EXPLANATION: The Tribal Council is appointing a board of directors to govern the LLC. The Tribal Investment Committee will oversee the activities of the board for the Tribal LLC, which will work with an investment advisor to source and underwrite transactions and manage investments.

### III. SCORING SUMMARY

	Actual score	Maxımum score
A. Consistency with CEDS	14	20
B. Community Impact	13	40
C. Readiness to Proceed	19	20
D. Management Capacity	20	20
TOTAL SCORE	66	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Name: Trout Hatchery Research and Education Center

I. MINIMUM CRITERIA FOR SUPPORT
X A. Project is well defined
X B. Project has been openly discussed and enjoys support from government
private sector and community members
X C. Project is consistent with CEDS goals
• Destination Tourism
<ul> <li>Commercial and Retail Development</li> </ul>
Revenue Diversification
• Small Business and Entrepreneurship
X D. Project is expected to benefit more than a single individual, group or Organization
_X E. Project needs some form of public funding and represents an appropriate use of federal dollars

EXPLANATION: The Project has been under consideration for several years and discussed at several meetings of the EBCI Tribal Council Natural Resources Committee.

#### II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture
- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations
  - 5 Substantially exceeds regulatory requirements
- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed
  - 0 Requires new infrastructure development

- 3 Requires moderate infrastructure development
- 5 Requires no new infrastructure
- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

EXPLANATION: The current hatchery is causing environmental damage and is bio-insecure. Consequently, the proposed new hatchery will be a green and bio-secure facility, which will require developing a new water infrastructure for the site. It supports traditional Cherokee values because of its strong connection with the land and commitment to stewardship of the homelands of the Cherokee.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members
  - 0 Fewer than 10 jobs
  - 1 10 to 20 jobs
  - 3 21 to 50 jobs
  - 4 51 to 100 jobs
  - 5 More than 100 jobs
- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact
- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year
- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact

- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely
  - 5 Substantial private investment likely
- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment
- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture
- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

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Score f	OI SCCI	дон р	40

EXPLANATION: The Hatchery would operate with a staff of 6 people; however, external sources estimate that the secondary job creation impact would be 300 jobs. Similarly, while the project would operate at a breakeven level financially, its secondary impact on governmental revenue generation is estimated to be \$800,000 annually in the sale of angler permits. Since the new facility will be green and bio-secure, it will have a significantly positive impact on the environment. The prospect of subsequent investment would be in the form of maintenance, repairs, renovations, and expansions. Lastly, the inclusion of an education center will provide entrepreneurial opportunities – gift shop, transportation, guided tours, etc.

- C. Readiness to Proceed
- 1. Level of project feasibility
  - 0 Feasibility determination needed

#### 2 Feasibility partially demonstrated

- 4 Feasibility demonstrated, and potential participants exhibit strong interest
- 2. Project status

### 0 Planning not yet begun or not yet completed

- 2 Feasibility or planning study completed
- 3 Implementation plans ready
- 4 All necessary approvals in place
- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
  - 3 Applications under review; in negotiation with EBCI
  - 3 All permits received
- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well
- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

C	C	C		0	
Score	tor	Section	C.	8	

EXPLANATION: A feasibility study was completed in 2013 and needs to be updated. An assessment of a potential tribally-owned site is underway. The Tribe has operated a hatchery for several years, which utilizes a workforce that is readily available.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project

- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise
  - 7 Organization has sufficient expertise or ready ability to obtain it
- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk
  - 3 Organization has some applicable experience with comparable projects
  - 7 Organization has direct and successful experience with comparable projects

Score for Section D16	
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EXPLANATION: The Tribe has operated a hatchery for several years, albeit without a research and education component.

# III. SCORING SUMMARY

	Actual score	Maximum score
A. Consistency with CEDS	10	20
B. Community Impact	28	40
C. Readiness to Proceed	10	20
D. Management Capacity	16	20
TOTAL SCORE	64	100

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Name Wayfinding Signage

X_	A. Project is well defined B. Project has been openly discussed and enjoys support from government,
	e sector and community members  C. Project is consistent with CEDS goals
	Destination Tourism
	Commercial and Retail Development
	Revenue Diversification
	Small Business and Entrepreneurship
X	D. Project is expected to benefit more than a single individual, group or Organization
X_	_ E. Project needs some form of public funding and represents an
approj	priate use of federal dollars
	ATION: An issue that the Tribal Council has discussed in prior years. No formal proposal out of Destination Marketing for new wayfinding signs.

# II. PROJECT SCORING

- A. Consistency with community values, goals and plans
- 1. Project is consistent with Cherokee values and culture
  - 0 Not at all consistent with Cherokee values and culture
  - 1 Consistent with a few aspects Cherokee values and culture
  - 3 Consistent with most aspects of Cherokee values and culture
  - 5 Substantially consistent with all aspects of Cherokee values and culture
- 2. Project will be consistent with existing tribal regulations when completed
  - 0 Not consistent or requires changes
  - 3 Consistent with regulations
  - 5 Substantially exceeds regulatory requirements
- 3. Project will maximize use of existing tourism, water, sewer and transportation infrastructure when completed
  - 0 Requires new infrastructure development
  - 3 Requires moderate infrastructure development

#### 5 Requires no new infrastructure

- 4. Project is consistent with existing community plans
  - 0 Project inconsistent with community plans
  - 2 Project consistent with community plans
  - 3 Project explicitly identified in plans
  - 5 Project consistent with all pertinent plans, addressing multiple goals

Score for Section 11.	Score	for	Section A.	11
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EXPLANATION: The project is consistent with the Cherokee value of honoring the past by knowing one's ancestors, identifying with and belonging to the tribe, and living and preserving Cherokee culture. Also, the project would support community plans for increasing tourism revenues.

- B. Community Impact
- 1. Project will create or retain jobs appropriate to EBCI members
  - 0 Fewer than 10 jobs
  - 1 10 to 20 jobs
  - 3 21 to 50 jobs
  - 4 51 to 100 jobs
  - 5 More than 100 jobs
- 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.)
  - 0 No significant impact
  - 1 Demonstrates indirect impact
  - 3 Demonstrates some direct impact
  - 5 Demonstrates significant impact
- 3. Time frame for project achieving expected total impact
  - 0 Occurs beyond five years
  - 1 Occurs between three and five years
  - 3 Occurs within two years
  - 5 Occurs within one year
- 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats)
  - 0 Substantive negative impact
  - 1 Some impacts that can be mitigated
  - 3 Little or no impact
  - 5 Significant positive impact
- 5. Project will generate or facilitate subsequent public or private investment
  - 0 Subsequent investment unlikely
  - 1 Moderate investment likely
  - 3 Substantial investment likely

- 5 Substantial private investment likely
- 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members
  - 0 No entrepreneurship component
  - 1 Moderate entrepreneurship opportunities
  - 3 Significant entrepreneurship opportunities
  - 5 Significant entrepreneurship opportunities and outside investment
- 7. Project impact on Cherokee values and culture when completed
  - 0 Project will detract from Cherokee values and culture
  - 2 Project will have no impact on Cherokee values and culture
  - 5 Project will support and enhance activities that embody Cherokee values and culture
- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

_	_	$\circ$		n	4.0	
Score	tor	<b>\</b>	ction	к	1.5	
JUUIU	$\mathbf{L}$	-	CHOIL	$\mathbf{D}$	1.)	

EXPLANATION: Current signage don't provide clear directions; therefore, new and improved signage will likely benefit tourist attractions and local merchants, along with other community services – hospitals, courts, public utilities - that need to be easy to find. The project will probably generate a modest amount of new governmental revenues through increased levies gained through additional tourism.

- C. Readiness to Proceed
- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest
- 2. Project status
  - 0 Planning not yet begun
  - 2 Feasibility or planning study completed
  - 3 Implementation plans ready
  - 4 All necessary approvals in place

3. Receipt of necessary tribal, state, federal, and BIA permits

# 0 All applications not yet submitted

- 2 All applications submitted, but pending
- 3 Applications under review; in negotiation with EBCI
- 3 All permits received
- 4. Availability of funds suitable to proposed project
  - 0 No clear source of funds indicated
  - 2 Appropriate program exists; no indication of likelihood of funding
  - 3 Appropriate program exists and has funding attached
  - 4 Appropriate program exists and project fits guidelines well
- 5. Availability of workforce required by proposed project
  - 0 Workforce required is in extremely short supply within one-hour drive of Boundary and existing education and training programs are unlikely to change that in the next 4-5 years
  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years
  - 3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years
  - 4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply

Score for Section C6
EXPLANATION: No formal proposal has yet come out of Destination Marketing for new wayfinding signs.

- D. Management Capacity
- 1. Organizational responsibility for developing or managing project
  - 0 Unclear who will develop or manage project
  - 3 Potential developer or manager identified
  - 6 Manager or developer identified and committed to leading project
- 2. Responsible organization's access to needed expertise
  - 0 Organization lacks sufficient internal expertise or access to outside resources
  - 3 Organization has internal capacity, but needs to supplement with additional expertise
  - 7 Organization has sufficient expertise or ready ability to obtain it
- 3. Responsible organization's experience with comparable projects
  - 0 No experience and project entail significant risk
  - 2 No experience but project entails moderate risk

	3 Organization has some applicable experience with comparable projects
	7 Organization has direct and successful experience with comparable projects
Score for Section	n D14

EXPLANATION: The last improvements to the wayfinding signage were complete about 16 years ago. Destination Marketing has general oversight for this project; however, a multi-agency task force is necessary to determine what new signage is needed.

# III. SCORING SUMMARY

Actual score	Maximum score
11	20
13	40
6	20
14	20
44	100
	Actual score1113614

# CEDS 2018 Project Scoring Rubric EASTERN BAND OF CHEROKEE INDIANS

Comprehensive Economic Development Strategy Project Scoring Criteria

Project Scoring Criteria	
Project Name	
I. MINIMUM CRITER	IA FOR SUPPORT
A. Projec	et is well defined
B. Projec	et has been openly discussed and enjoys support from government,
private sector an	nd community members
C. Projec	et is consistent with CEDS goals
	Destination Tourism
	Commercial and Retail Development
	Revenue Diversification
	Small Business and Entrepreneurship
D Projec	ct is expected to benefit more than a single individual, group or
	nization
8	et needs some form of public funding and represents an appropriate
use of federal do	
II. PROJECT SCORIN	G
A. Consistency with cor	nmunity values, goals and plans
1. Project is consistent v	with Cherokee values and culture
0 Not at	all consistent with Cherokee values and culture
1 Consis	stent with a few aspects Cherokee values and culture
3 Consis	stent with most aspects of Cherokee values and culture
5 Substa	ntially consistent with all aspects of Cherokee values and culture
2. Project will be consist	tent with existing tribal regulations when completed
0 Not co	onsistent or requires changes
	stent with regulations
5 Substa	ntially exceeds regulatory requirements
3. Project will maximize	use of existing tourism, water, sewer and transportation
infrastructure when con	1
-	res new infrastructure development
	res moderate infrastructure development
5 Requir	res no new infrastructure
,	with existing community plans
,	t inconsistent with community plans
,	t consistent with community plans
3 Projec	t explicitly identified in plans

5 Project consistent with all pertinent plans, addressing multiple goals Score for Section A. B. Community Impact 1. Project will create or retain jobs appropriate to EBCI members 0 Fewer than 10 jobs 1 10 to 20 jobs 3 21 to 50 jobs 4 51 to 100 jobs 5 More than 100 jobs 2. Project demonstrates ability to benefit historically challenged population (e.g. EBCI members, disabled, etc.) 0 No significant impact 1 Demonstrates indirect impact 3 Demonstrates some direct impact 5 Demonstrates significant impact 3. Time frame for project achieving expected total impact 0 Occurs beyond five years 1 Occurs between three and five years 3 Occurs within two years 5 Occurs within one year 4. Impacts to environment when project completed (e.g. aquifers, wetlands, critical habitats) 0 Substantive negative impact 1 Some impacts that can be mitigated 3 Little or no impact 5 Significant positive impact 5. Project will generate or facilitate subsequent public or private investment 0 Subsequent investment unlikely 1 Moderate investment likely 3 Substantial investment likely 5 Substantial private investment likely 6. Project will generate or facilitate opportunities for entrepreneurship by EBCI members 0 No entrepreneurship component 1 Moderate entrepreneurship opportunities 3 Significant entrepreneurship opportunities 5 Significant entrepreneurship opportunities and outside investment 7. Project impact on Cherokee values and culture when completed

> 0 Project will detract from Cherokee values and culture 2 Project will have no impact on Cherokee values and culture

- 5 Project will support and enhance activities that embody Cherokee values and culture
- 8. Ability to generate increased governmental revenues for Eastern Band of Cherokee Indians
  - 0 Project is likely to generate \$10,000 per year or less in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 2 Project is likely to generate between \$10,000 and \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)
  - 5 Project is likely to generate more than \$100,000 per year in new governmental revenues for EBCI (lease, levy, privilege tax or investment income)

Score	for	Section	В	

- C. Readiness to Proceed
- 1. Level of project feasibility
  - 0 Feasibility determination needed
  - 2 Feasibility partially demonstrated
  - 4 Feasibility demonstrated, and potential participants exhibit strong interest
- 2. Project status
  - 0 Planning not yet begun
  - 2 Feasibility or planning study completed
  - 3 Implementation plans ready
  - 4 All necessary approvals in place
- 3. Receipt of necessary tribal, state, federal, and BIA permits
  - 0 All applications not yet submitted
  - 2 All applications submitted, but pending
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  - 2 Workforce required is in extremely short supply, but existing education and training programs will generate the needed supply within 2-3 years

4 Workforce required is readily available and existing education and training programs will continue to generate the needed supply Score for Section C. D. Management Capacity 1. Organizational responsibility for developing or managing project 0 Unclear who will develop or manage project 3 Potential developer or manager identified 6 Manager or developer identified and committed to leading project 2. Responsible organization's access to needed expertise 0 Organization lacks sufficient internal expertise or access to outside resources 3 Organization has internal capacity, but needs to supplement with additional expertise 7 Organization has sufficient expertise or ready ability to obtain it 3. Responsible organization's experience with comparable projects 0 No experience and project entail significant risk 2 No experience but project entails moderate risk 3 Organization has some applicable experience with comparable projects 7 Organization has direct and successful experience with comparable projects Score for Section D. \_\_\_\_\_ III. SCORING SUMMARY

3 Workforce required is in moderately short supply, but existing education and training programs will generate the needed supply within 1-2 years

	Actual score	Maximum score
E. Consistency with CEDS		20
F. Community Impact		40
G. Readiness to Proceed		20
H. Management Capacity		20
TOTAL SCORE		100

# CEDS PLANNING COMMITTEE MEETING MINUTES



250 West Main Street, Branford, CT 06405 • 203 481-4199, fax: 203 481-9536 • www.bwbsolutions.com

# **CEDS Planning Committee**

November 20, 2017 Meeting Minutes

#### Members Present:

- Chief Richard Sneed
- Vice Chief B. Ensley
- Cory Blankenship
- Robert Crowe
- Mickey Duvall
- Boyd Owle
- Tommye Saunooke
- Perry Shell
- Adam Wachacha
- Tom Wahnetah

#### The Planning Committee elected new officers:

- Chairman Boyd Owle
- Vice Chairman Tommye Saunooke
- Elder Community Representative Annie Owens
- Business Sector Representative Nathan Robinson
- Business Sector Representative Richard French

#### Agenda and Decisions:

• CEDS Process: Doug Cole, Strategic Planner in the EBCI Department of Commerce, presented the goals and timing of the Comprehensive Economic Development Strategy (CEDS) process. He introduced the consulting firm of BWB Solutions LLC, which EBCI hired to help facilitate and manage the CEDS process. John Weiser of BWB Solutions presented an overview of the CEDS process, along with the values, vision and goals for the effort. Kevin McQueen of BWB Solutions presented an initial analysis of the strengths, weaknesses, opportunities, and threats (SWOT) of the economy on the Qualla Boundary.

Here are some comments from Planning Board members about the CEDS presentation:

- The SWOT Analysis was "on-point."
- The challenge is what are local leaders doing to encourage these values in the community.
- O There is a need to revisit the idea of a "cultural campus" that would include the village, the outdoor drama, the museum, and other assets.
- The idea of restoration as it relates to where we're going. Keeping everything we're about as Cherokees and letting everyone know about it.

- O There needs to be greater emphasis on entrepreneurship. There is a common perception that we need the government to do things, but the Tribe should make the climate friendlier for people who want to start businesses.
- We need to improve the aesthetics of the area. The Tribe lacks no overall plan for making things look attractive. The Qualla Boundary needs a common, culturally appropriate theme and greater recognition of historical figures.

# Videotape recording -

https://livestream.com/accounts/10717024/events/6836202/videos/166232857/player?autoPlay=false&height=360&mute=false&width=640



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# **CEDS Planning Committee**

January 22, 2018 Meeting Minutes

# Members Present:

- Chief Richard Sneed
- Robert Crowe
- Boyd Owle
- Perry Shell
- Adam Wachacha
- Tom Wahnetah
- Annie Owens
- Nathan Robinson
- Richard French

The Principal Chief asked whether the CEDS plan envisions working with the Sequoyah Fund to finance small businesses. Doug Cole responded yes.

# New Projects:

- Children's Interactive Museum
- Trout Hatchery, Research and Educational Center

Vote: Approval for the list of projects for consideration by the Division of Commerce. Chief Sneed moved for approval; Boyd Owle seconded. Motion approved unanimously



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# Tribal Council and CEDS Planning Committee

April 11, 2018 Meeting Minutes

Members Present: **Voted Remotely:** Bo Crowe Boyd Owle Cory Blankenship Adam Wachacha Lisa Taylor Perry Shell Nathan Robinson Alan B. Ensley Paula Wojtowski Richard G. Sneed Tom Wahnetah Bucky Brown Tommye Saunooke Jeremy Wilson

Albert Rose Richard French Annie Owens

	VOTING RESULTS	#	%
1	Adventure Park	12	14%
2	Trout Hatchery Research and Educational Center	12	14%
3	Golf Course Hotel and Clubhouse	9	11%
4	Multi-Sports Complex	8	10%
5	Archives Facility	7	8%
6	Children's Interactive Museum	5	6%
7	Tribal Investment Company	5	6%
8	New Supermarket	5	6%
	Cultural District Master Plan	4	5%
10	Data Center	3	4%
11	Recreational Riding Trails Open to Public	3	4%
12	Bureau of Indian Affairs Office Relocation	2	2%
13	Downtown Roadway Upgrades	2	2%
14	Off-Boundary Rental Housing for Workers	2	2%
15	Additional Biking/Hiking Trails	1	1%
16	Agricultural Center	1	1%
17	Business Incubator	1	1%
18	Centralized Administration Building	1	1%
19	Downtown Business Area Revitalization Strategy	1	1%
20	Cherokee Botanical Garden Restoration	0	0%
21	Computer Listings for Commercial Properties	0	0%
22	Fairgrounds Renovations	0	0%
23	High Local Construction Costs	0	0%
	Resolve Availability of Alcohol	0	0%
25	Wayfinding Signage Upgrades	0	0%



#### CEDS PUBLIC INPUT MEETING SCHEDULE

# November 2017

• 20 – CEDS Planning Committee (1:00-4:00pm)

# January 2018

- 22 CEDS Planning Committee (11:30am-1:00pm)
- 23 CEDS Business and Workforce Advisory Committee (1:30-2:30pm)
- 23 CEDS Community Advisory Committee (3:00pm-4:00pm)
- 23 CEDS Community Forum (5:00-7:00pm)
- 24 CEDS Elders Forum (11:30am-1:30pm)

#### March

• 7 - Cherokee Youth Council Forum (3:00-5:00pm)

# **April**

- 11 CEDS Planning Committee (1:00-3:00pm)
- 23 CEDS Business and Workforce Advisory Committee (1:30-2:30pm)
- 23 CEDS Community Advisory Committee (3:00pm-4:00pm)
- 23 CEDS Community Forum (5:00-7:00pm)
- 24 CEDS Elders Forum (11:30am-1:30pm)