



The Makah Tribe

Cape Flattery Scenic Byway

CORRIDOR MANAGEMENT PLAN

December 2006

Prepared by **Parametrix**





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Introduction – The Cape Flattery Scenic Byway

At the far northwestern tip of the continental United States, the Cape Flattery Scenic Byway traverses the Makah Indian reservation, connecting residential areas, natural resource areas, and Neah Bay's downtown commercial core. The byway is the most important road on the Makah reservation, and most residents use it every day for work, visiting, shopping, and all the activities of daily life.

For the Makah Tribe, the water was the highway for thousands of years. Master canoe builders and paddlers traveled the Strait of Juan de Fuca and the Pacific Coast for trading, socializing, fishing, and hunting sea mammals. The Pacific and the Strait are still vitally important to contemporary Makah, who continue to fish, hunt whales, and travel by water to visit relatives and neighboring tribes.

Today, the byway is the route that most visitors use to reach Makah lands. Unlike members of neighboring tribes who used to visit by water, contemporary visitors often don't understand Makah culture and the reality of daily life for members of the Makah Tribe. While visitors are an important source of revenue for the tribe – and hopefully will become a much more significant economic contributor in the future – they also can cause conflicts that

impact quality of life for residents. The scenic byway plan is intended to address both the positive potential for tourism and the negative impacts that tourism can cause, in a way that preserves the unique aspects of Makah culture and the critical natural resources that support the Makah Tribe.

The Corridor Management Plan for the byway describes opportunities for the scenic byway to enhance the quality of life for residents of the Makah reservation by improving the tribe's tourism economy, and taking steps to reduce the negative impacts that tourism can have on the community.

MAKING THE SCENIC BYWAY WORK FOR THE MAKAH TRIBE

The Makah Tribe designated the Cape Flattery Scenic Byway as a strategy to enhance the tourism economy on Makah lands. The planning process focused on three key questions:

- What is working for tourism now?
- What opportunities are there to improve tourism in the future?
- How can the byway contribute to more successful tourism?

The scenic byway planning process has included inventory work and extensive discussions with Makah Tribe Members and potential outside partners for tourism on the Makah lands. This work has led to the development of a range of choices for the byway project. This document describes draft ideas for enhancement of the byway. It doesn't describe just one approach for the byway, but lays out a series of options that could be adopted over time. The Makah Tribe is committed to tourism for the long haul. Some of the recommended options in the byway plan may not be appropriate now, but could be effective tools for tourism promotion and management as visitor volumes increase.

The Cape Flattery Scenic Byway is a designated Makah tribe and Washington State Scenic Byway. Scenic Byway Corridor Management Plans are locally-based strategies for the long-term enhancement of the byway as a community asset and recreational travel destination.

The plan is intended to identify issues and opportunities for the byway to work better for local residents and for visitors. The planning process was partially funded by the Makah Tribe, and partially funded by a grant from the Federal Highways Administration National Scenic Byways Program.

The Corridor Management Plan addresses a range of issues, including:

- Opportunities for the byway to improve the tourism economy in Neah Bay.
- Opportunities to reduce the negative impacts of tourism on the community, including traffic congestion, resource impacts, inappropriate social behaviors, and the cost/revenue balance for tourism-related activities of the Makah Tribal Government.
- Opportunities or issues related to resource management of the assets that support recreational travel to Neah Bay.

The Corridor Management Plan will be implemented by the Makah Tribe. The tribe may choose to seek partners to assist with activities described in the plan. No funding is guaranteed for projects identified in the plan. Instead, scenic byway projects are typically funded through competitive grant sources. The Corridor Management Plan will improve the eligibility of the Makah Tribe for certain grant sources. The Corridor Management Plan does not have any affect on tribal sovereignty or self-governance.

A Tourism Story

A family of four from California, husband, wife and children ages 12 and 14, are vacationing on the Olympic Peninsula. They had been planning on driving the 101 loop, but stopping in Forks for lunch they come across a marketing brochure for the Makah Tribe and decide to visit Neah Bay. The brochure describes the range of activities available, and also emphasizes that the best experience of Neah Bay takes time – visitors should plan to stay one or more nights if they want to really experience the unique natural and cultural spirit of Makah lands.

The brochure is great – a “lure” marketing piece featuring good photography and enticing descriptions of the activities available for visitors on the reservation—and the images of the MCRC, beaches, and Cape Flattery convince them that the Makah reservation is a great place to visit. They had never heard of Neah Bay before and hadn’t planned on stopping, but they decide to stay a night in Neah Bay and skip an extra night they had planned in Port Angeles. The brochure steers them to a toll-free phone number that handles trip planning and reservations.

Calling the information line, they reach a staffer at the Makah Tribe Visitors Center. The staffer has been trained in customer service, and has a comprehensive knowledge of the activities available for visitors to the reservation. The information staffer describes some of the options for self-guided visits, but also lets them know that there is space available on the “Best of Neah Bay” tour scheduled for the next morning. Besides a guided tour of the MCRC and Cape Flattery, the tour also includes behind-the-scenes access at the museum and a salmon lunch in the long house. The family is hooked. They also like the idea that their Recreation Pass is free if they sign up for a tour (what a bargain!) and they sign up for the chance to enjoy a unique experience that’s not available to casual visitors to the reservation.

In addition to handling information requests and booking tours, the visitors center also handles reservations for tribally-owned lodging. Luckily, the family is visiting on a weekday so they are able to book two cabins on short notice. The drive up from Forks is beautiful, and they see several bald eagles as they make their way across SR 112. Their first stop on the reservation is the visitor center

where they get the information on their tour for the next morning, the keys for their cabins, and their recreation pass. The visitor center staff uses the map that comes along with their recreation pass to show them how to get to their cabins, then sends them to the Warm House for dinner. Fresh halibut is in right now, and she lets them know that the halibut fish and chips is a real treat.

The cabins are great, and the family enjoys an evening walk on the beach for a summer sunset. The cabins each have brochures describing other options for activities, from the week-long research camps on Tatoosh Island (a little too expensive for their budget) to Wa'atch River and Pacific Ocean canoe rides.

The next morning they arrive at the museum for the tour, meeting their guide for the day. The day's activities are great—and they are especially happy with the personal attention of their guide, whose knowledge of Makah history and the natural history of the Makah lands provides insights into the coastal environment they had never understood before. During the day, the family finds out that their guide also offers canoe tours on the Wa'atch River, beginning with an exploration of the river, then finishing in the surf at the mouth of the Wa'atch where the tour comes ashore, and the family enjoy a salmon lunch cooked in the traditional Makah fashion.

They decide to stay for a second night and take the canoe tour the following day, deepening their understanding of Makah culture, and their relationship with the guide who they have come to know and like. The next day the canoe trip is everything they imagine. They see eagles, egrets, and other wildlife, experience the excitement of ending their trip in the Pacific surf, and enjoy lunch. After the tour they pack up and head out to Port Angeles. The combination of unique experiences and personal connections that they made in Neah Bay has made their visit to Makah lands the best part of their trip.

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Tourism & the Byway

Although it is focused on the roadway and areas adjacent to the road, the scenic byway is primarily a tourism project. The byway plan is intended to address some of the challenges for making tourism work in Neah Bay, recognizing that the byway is the primary way that visitors arrive at and access Makah lands.

Recommendations for enhancing the byway need to work in the context of the Tribe's tourism goals and strategies. Although the Corridor Management Plan is not a comprehensive tourism plan for Makah lands, the plan's recommendations are based on potential scenarios for future tourism development. Before describing the opportunities for the Scenic Byway a short discussion of tourism considerations is necessary to "set the stage" for the projects described in the plan.

TOURISM & COMMUNITIES– BENEFITS & IMPACTS

Tourism brings both benefits and impacts to communities. Tourism benefits include direct economic contributions, some benefits to quality of life for local residents, and cultural exchange. Tourism impacts can include crowding, inappropriate visitor behaviors, and impacts to resources.

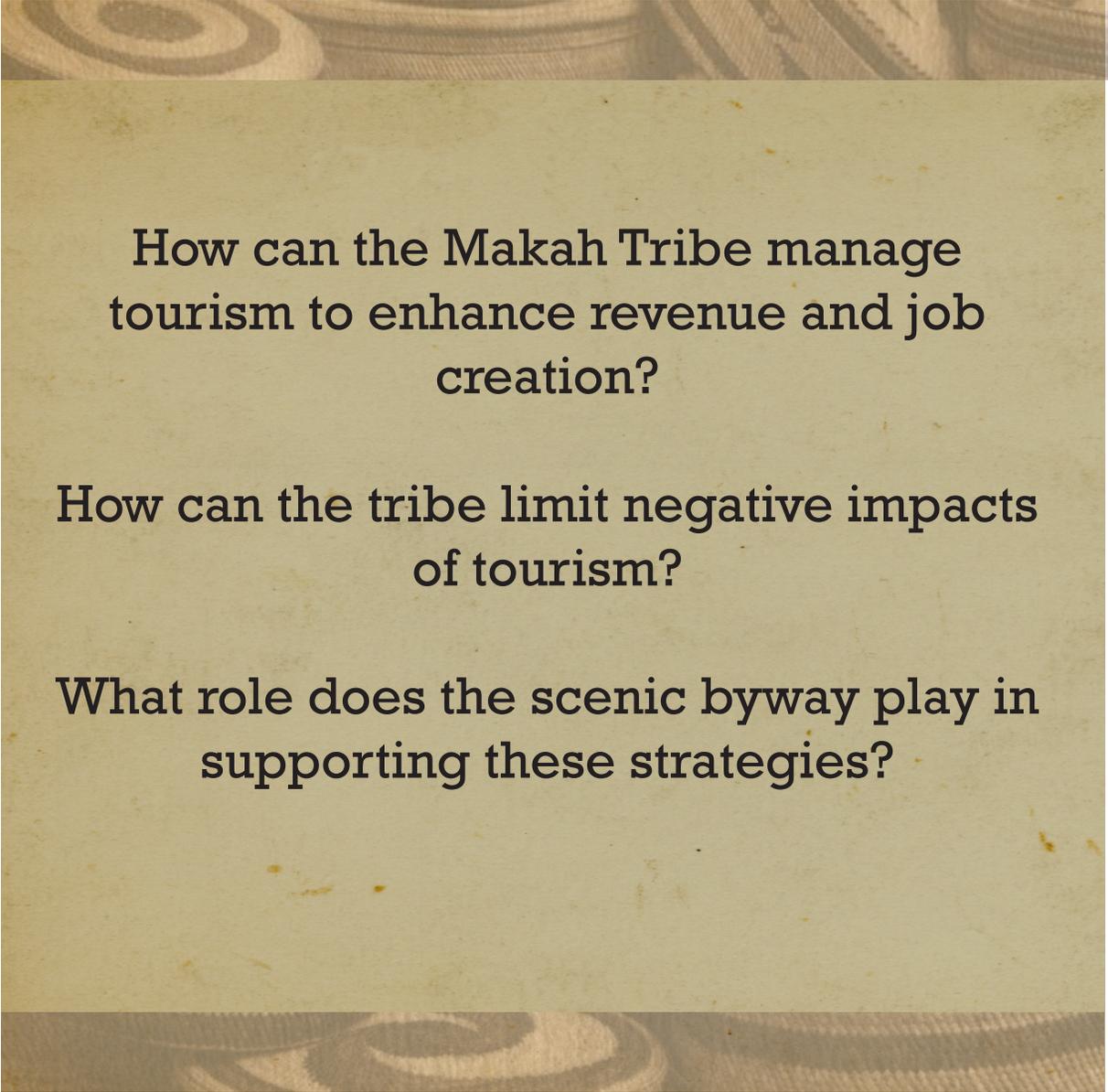
Typically a tourism economy supports jobs, provides opportunities for entrepreneurs to own their own business, and provides revenue to tribal governments through taxes and fees or through direct revenue from tribal enterprises. The economic benefits of tourism also multiply through a community, because tourism dollars are “outside money” – new money that enters the community from an outside source. As the new money from tourism enters the economy it can cycle through several times. Conservative estimates generally suggest that one tourism dollar entering the community has a direct impact of between \$1.40 and \$1.60 in wages for community residents.

Tourism can also improve quality of life for local residents who are not directly involved in the tourism economy, but gain the opportunity to eat at restaurants or shop in stores that wouldn’t be economically viable without the economic contribution of visitors.

Tourism can have positive political benefits by deepening understanding and strengthening ties between tourism destinations and the broader public. For example, visitors to national parks frequently develop strong emotional ties to places they’ve visited, and will actively support federal funding to maintain and protect them.

Tourism also has negative impacts for communities. Tourism can bring crowding and an invasion of privacy for locals. Tourists can have impacts on natural and cultural resources. Tourists also often bring different values and expectations to the places they go, which can lead to significant social conflicts between visitors and residents.

It’s almost impossible to completely eliminate the negative impacts of tourism on



How can the Makah Tribe manage tourism to enhance revenue and job creation?

How can the tribe limit negative impacts of tourism?

What role does the scenic byway play in supporting these strategies?

communities. However, places where tourism works have managed to structure their tourism economy so that benefits outweigh the impacts.

Tourism and the Makah Tribe

As part of the Cape Flattery Scenic Byway Corridor Management Plan, Makah Tribal Government and consultant staff have been talking with community members and outside agency stakeholders about the future of tourism on Makah lands. We've heard a wide variety of viewpoints on tourism—a mixture of concern about impacts and hope for improved contribution to the Tribe's economy and quality of life.

In general, tourism is considered a positive opportunity for the Tribe—a way to enhance and diversify the economy, and to educate visitors about Makah culture both past and present.

Currently, tourism makes three significant contributions to the Makah tribe:

- Revenue from visitors supports the operation of the Makah Cultural and Research Center.
- Revenue from charter boat and recreational fishing moorage contributes to the operations of the marina.
- Growing revenue contributions from tribally-owned lodging and restaurant businesses.

Other than these benefits, neither the Makah Tribe nor very many individual Makah benefit from tourism. While the reservation hosts many visitors annually, these visitors don't contribute as much to the tribe's economy as they should. There are several reasons for this:

- Opportunities for lodging, food, and retail spending are limited. Visitors who want to spend money on a hotel, a meal, and souvenirs have very few options.
- Most tourism opportunities are self-guided. Visitors can hike the Cape Flattery or Shi Shi trails, visit the beach, surf, watch eagles and shorebirds, and launch their sea kayaks for the price of a recreation pass.
- The tribe has limited taxing authority and opportunities. Other local jurisdictions in Washington State benefit from significant revenue from sales and lodging taxes paid by

tourists. The recreation pass is a great program, but doesn't have the kind of revenue impact that typical tourism taxes do.

- Many of the businesses that benefit from tourism—Washburn's and the motels—are not owned by the tribe or by members. However, they provide valuable services and employ local residents.

Future development of tourism for the Makah Tribe needs to address each of these issues and develop a tourism economy that is consistent with the economic goals and cultural values of the Makah people.

The Numbers Game—Visitors, Crowding, and Revenue

Some of the basic questions about how tourism works in a community come down to numbers. How many visitors are coming to the community? How much do they spend? How many visitors do you want in your community? What does it cost to support visitors?

It is hard to estimate the number of visitors to Neah Bay accurately, but there is enough information to develop reasonable estimates for visitation. Currently, the museum hosts approximately 15,000 paid visits annually, and estimates 20,000 annual visitors to Cape Flattery. Approximately 6,000 recreation permits are purchased each year; assuming an average of 2 people per vehicle approximately 12,000 of those visitors pay for a recreation permit.

The best estimate for visitation is probably to add a rough guess for fishing/surfing/ and Shi Shi visitors to the number of Cape Flattery visitors. Adding these figures together, a reasonable estimate for total annual visitors to Makah lands probably ranges from 25,000 to 40,000. A related statistic that is useful for tourism planning is “visitor days”—a combination of the total number of visitors and the number of days that they stay. A reasonable estimate for average stay is probably about 1.5 days. Combining that with the midpoint for a visitation estimate (32,000), gives a total of 48,000 annual visitor days.

48,000 visitor days sounds like a lot, but what does that really mean? A few other numbers help to put the total visitor days estimate in perspective:

- The Ozette area of Olympic National Park receives about 60,000 visitors annually.
- Assuming that 70% of visitors are in Neah Bay on one of 16 summer weekends, there might be up to 1,000 visitors in Neah Bay on a busy summer weekend day.
- If these visitors are similar to the ones visiting Olympic National Park (and they should be), then 48,000 visitor days translates (very approximately) into about \$2.3 million dollars in spending. Because of limited opportunities for spending inside Neah Bay, most of this spending currently occurs in neighboring communities.
- If all of the spending for 48,000 visitor days were captured on the Makah reservation, it could support over 120 jobs.

What do tourism numbers mean for future Makah tourism development?

- There is significant economic potential for tourism if the Tribe can support appropriate job and business development opportunities.
- There are opportunities to improve tourism revenue without increasing the total number of visitors to Makah lands.
- On busy travel days there can be many visitors to Makah lands. Tourism impacts are generally more significant with higher quantities of visitors.
- Visitation is highly seasonal, and there may be opportunities to increase visitor numbers outside of the prime tourism season without significantly increasing impacts.

How can the Makah Tribe improve the financial benefits of tourism? Tourism strategies need to focus on revenue, job creation, and the underlying values of the Makah people. Why do these considerations matter for the byway? Because the strategy for development of the byway should be consistent with the Tribe's strategy for tourism development.

DIRECTIONS FOR MAKAH TOURISM

As described above, tourism works differently in Neah Bay than it does in many other communities. Limited lodging and dining options reduce overall revenue, although many

tourism businesses are owned by the tribe and produce a direct revenue stream for tribal government. Tourism-related businesses that are not tribally-owned do not pay sales or lodging taxes that might also contribute to government revenues and offset the costs of providing services for visitors. The recreation pass program provides valuable user fees that are used to improve and maintain visitor services, but probably do not cover the full costs of visitor management.

The Makah Tribal Government is the primary owner of the resources that draw tourists to Makah lands, the visitor facilities that support tourism, and many of the tourism-related businesses in Neah Bay. Resources generally include the land base of the reservation, the water, plants, and wildlife on Makah lands. Visitor facilities range from major developments like the MCRC and marina to roads, trails and restrooms. Tourism-related businesses operated by the tribe include the Warm House restaurant, Hobuck cabins and RV park, and Makah mini-mart.

The tribe's extensive ownership of these foundations of the tourism economy is rare outside of tribal lands in the United States, where there is typically a much more diverse set of public agencies and private owners involved in developing and maintaining an area as a tourism destination. While the management of land resources within the reservation is complicated by limited tribal jurisdiction over allotment and fee lands, tribal government has significant control over most aspects of the tourism economy on the reservation.

The tribe's control over tourism resources and infrastructure brings with some challenges, but also many advantages. The primary challenge is the common problem both inside and outside Indian Country that governments are often less successful in developing and operating for-profit businesses than the private sector. In the Makah Tribe's case, it is difficult to tell whether tribal control of resources has been a barrier to entrepreneurs (there are also a range of barriers to tribal entrepreneurs not related to tribal control of tourism resources), but it may be an issue.

The benefits of tribal control over tourism resources include high levels of influence over

the direction for future tourism development on Makah lands, access to capital and staff support, special rights to acquire allotment lands in important tourism areas if they become available, improved opportunities for partnerships with outside agencies, and improved coordination with tribally-owned tourism facilities including the MCRC and marina.

The tribe's influence over tourism policy provides significant leverage in setting the direction for tourism. From our discussions with tribal members, the strongest reason they support tourism is their perception that it creates jobs. The challenge for tribal government is to make policy decisions and investments that support job creation, while at the same time controlling costs of tourism services and limiting negative impacts. The planning team's discussions with tribal members provided direction to suggest a set of tourism values, concerns and goals that reflect the input we heard.

Tourism Values

- The Makah culture emphasizes hospitality, and the Makah people are traditionally generous and welcoming hosts if you come as a guest. If you are not welcome, the Makah have also historically let you know that.
- Makah culture is not for sale. Certain aspects of traditional culture may be appropriate to share with guests, and some may not.
- The Makah culture is a living culture. It includes the Makah knowledge passed on from hundreds of generations in the past and the contemporary Makah culture that is seen in every aspect of today's life.
- The Makah have lived on Makah lands for a long, long time, will live here forever. The natural resources of the Makah lands must be carefully protected, always keeping in mind generations of Makah to come.

Tourism Concerns

- Tourism needs to provide jobs for Makah and revenue for the tribe.
- Traffic congestion and overflow parking are a problem on busy fishing days.

- Visitors sometimes go where they shouldn't go, intruding on residents' privacy and damaging resources.
- Visitors sometimes behave badly, offending residents and damaging property and resources.
- There is insufficient tourism infrastructure (lodging, food, activities, information) to meet visitors' needs.
- Visitors are often unsure about the differences between visiting public lands and reservation lands. They are not sure if they are welcome to visit, or what appropriate behaviors are for visiting Makah lands.

Tourism Goals

- Promote the economic well-being of the Makah Tribe through the creation of jobs, development of new businesses, and direct revenue to the Tribe
- Reduce the negative impact of tourism, including trespass, traffic congestion, impacts to natural resources, and others.
- Improve the range and quality of services available to visitors, including lodging, dining, guide services, and retail opportunities.
- Maintain or improve revenue to the Makah Cultural and Research Center and the Makah Marina.
- Increase visitors' understanding of the Makah people and culture.

As policy direction for the byway, these tourism values can be translated into more specific goals and objectives to reflect the outcomes the tribe would like to see from ongoing byway development work. These draft goals and objectives can be reviewed and modified to help guide policy for current and future byway projects.

CAPE FLATTERY SCENIC BYWAY GOALS AND OBJECTIVES

Goal 1

- Support effective tourism development for the Makah Tribe.

Objectives

- Improve tourism revenue and job creation
- Find the right fit between Makah tribal members employment preferences and tourism job opportunities
- Improve opportunities for entrepreneurs and small businesses
- Maintain or improve revenue support for the Makah Cultural and Research Center and the Makah Marina
- Promote byway opportunities that fill lodging and RV sites in all seasons.
- Position Makah lands as a unique and exclusive destination, with world-class opportunities to experience a living Native American culture, destination-quality fishing, and nature tourism.

Goal II

- Manage the impacts of tourism on residents of Neah Bay and tribal resources.

Objectives

- Improve visitor information to clarify Tribe's expectations for visitors
- Reduce traffic congestion from trailer lineup on busy fishing days
- Reduce visitor use in areas reserved for Makah tribal members
- Educate visitors to promote protection of Makah natural and cultural resources

Goal III

- Improve the travel experience for visitors to Makah lands.

Objectives

- Clarify expectations for visitors to Makah lands.
- Improve wayfinding and travel information
- Enrich retail, guiding, dining, and lodging opportunities for visitors
- Simplify recreation permit process, and clearly communicate the benefits permit fees provide for visitors (including facilities development and maintenance.)

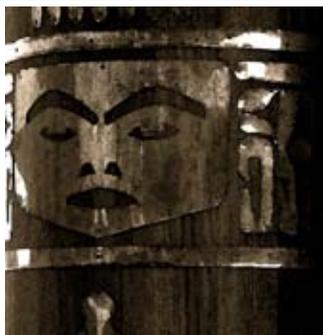
Goal IV

- Improve visitors' understanding of Makah culture, sovereignty, and resource management philosophy.

Objectives

- Improve public education
- Train Makah public contact staff to clearly communicate expectations for visitors.

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Policy Options to Support Tourism and the Byway

The Makah Tribal Council’s policy decisions for tourism development will play a central role in the future success of tourism on Makah lands. Tribal policy can support or restrain types of uses by visitors, locations of use by visitors, operations of private sector tourism businesses, and land uses that affect the natural resources that tourism depends on. Crafting careful policies that support the tribe’s tourism goals, and fine-tuning those policies as they are put into practice, will set the direction for the future growth of tourism.

This section of the Corridor Management Plan includes opportunities to develop a range of policy-level programs promote and manage tourism related to the byway. Topics include:

- Land Use and Access Management
- Support for Tourism-Related Business Development
- Taxes and Fees
- Downtown Aesthetics
- Resource Protection

LAND MANAGEMENT AND ACCESS

Land management is one of the important tools available to the tribe to develop the tourism economy and manage tourism impacts. In some ways land management decisions are the most important foundation for supporting the type of tourism that the tribe wants to encourage for Makah lands. Selecting some areas for tourism development, restricting other areas to protect resources, and similar strategies help to clarify policy intentions and assist staff and other stakeholders as they work to implement their policy responsibilities.

LAND MANAGEMENT AND THE TOURISM ECONOMY

In considering management options for tourism on Makah lands, it helps to look at other similar land management agencies that provide access for tourism. Tourism in natural areas is often supported by state parks, national parks or national forests. In most cases, access to trails and other natural areas are provided as a public service, and revenue from visitors does not cover costs. Instead, the public sector subsidizes the operations of public lands as a tax-supported government service, and with the expectation that private businesses will benefit from the dollars that visitors spend in nearby communities. This isn't always the case –there are a few examples of natural areas that are successfully managed to generate more revenue than they cost to develop and maintain –however it is more typical that natural areas managed for tourism lose money rather than make money.

A study in the mid-1990's found that nationwide, state parks systems generated \$500 million in revenues against \$1.5 billion in expenses – showing revenues covering about one-third of costs. Because of challenges in the way that National Parks account for costs and revenue, it is difficult to evaluate how many of the different national park units pay for themselves, and how many are subsidized. In 1995, Olympic National Park is estimated to have collected approximately \$1.5 million in revenues from user fees and concessions income, against operating costs of approximately \$7.5 million, meaning that revenue from visitors covered about one-fifth of the park's operating costs.

In general, the tribe is not in a financial position to significantly subsidize recreation access for non-tribe members on Makah lands. As a policy, subsidizing access to Makah lands is questionable unless there is clear positive return. Subsidized access is an investment, and there should be good return on that investment.

Makah lands are not public, and access for non-tribe members should only be supported if it provides some benefit for the tribe. From discussions with stakeholders in the planning process, the benefits that they hope tourism can provide include jobs for residents, direct revenue to the tribe, and support of Makah institutions like the MCRC. Access to Makah lands only makes sense if it supports those goals. Before making a policy that improves access or investing in a capital improvement for new access, the tribe has the opportunity to ask: “will access to these lands improve the tourism economy?”

A policy that allows broad access could be called a “public lands” model for land management. For Makah lands there are also a range of limited access strategies that could be called “protected lands” models for land management. This approach to land use policy would limit access to most lands, and only open access where the benefit to the tribe clearly outweighs the costs. Unless the benefit to the tribe can be demonstrated, the land are off limits to visitors.

The old growth preserve at the headwaters of the Wa’atch can be used as an illustration of this approach. The Wa’atch valley is a spectacular old growth forest, and if it was opened to the public would likely be a popular place to experience old growth forest in a wilderness setting.

Providing access to the Wa’atch valley would require the development of a parking area and pedestrian trail, and would benefit from providing restrooms and a garbage facility at the trailhead. After the initial capital investment for developing access to the valley, there would be ongoing costs to operate and maintain the trail, including trail maintenance, maintenance of the parking area, garbage collection and restroom cleaning.

In addition to the expected costs of maintaining the facility, opening the valley up to visitors would also increase the possibility that the valley would be damaged by vandalism, dumping, trampling, or harvesting. Well-meaning visitors may unintentionally damage culturally important plants or other resources, and visitors who intended to steal tribal resources may have an easier time accessing and removing them. Also, while not a financial cost, opening the valley to visitors may have an impact on the quality of life for residents who value the valley as a tribal resource, and don't approve of outsiders having access to a place with important cultural value to the tribe.

The costs of opening the valley to visitors—capital development, maintenance, and impacts to important resources—need to be balanced against the possible benefits. Would access to a valley trail cause visitors to stay an extra night? Would access to the trail motivate new visitors to come to Neah Bay who wouldn't come for other reasons?

Another option for tourism use of places like the Wa'atch valley is to close the area to the public, but allow guided tours with a Makah guide. Guided tours can be a good source of income (typical fees for similar operations are in the range of \$100/person/day), however other significant benefits include reduced capital investment to provide access, and better opportunities for visitor management. Guided tours require significantly less initial investment (for example parking for one van rather than several cars, smaller scale trails, no signing), and the presence of a guide would allow direct supervision and education for visitors.

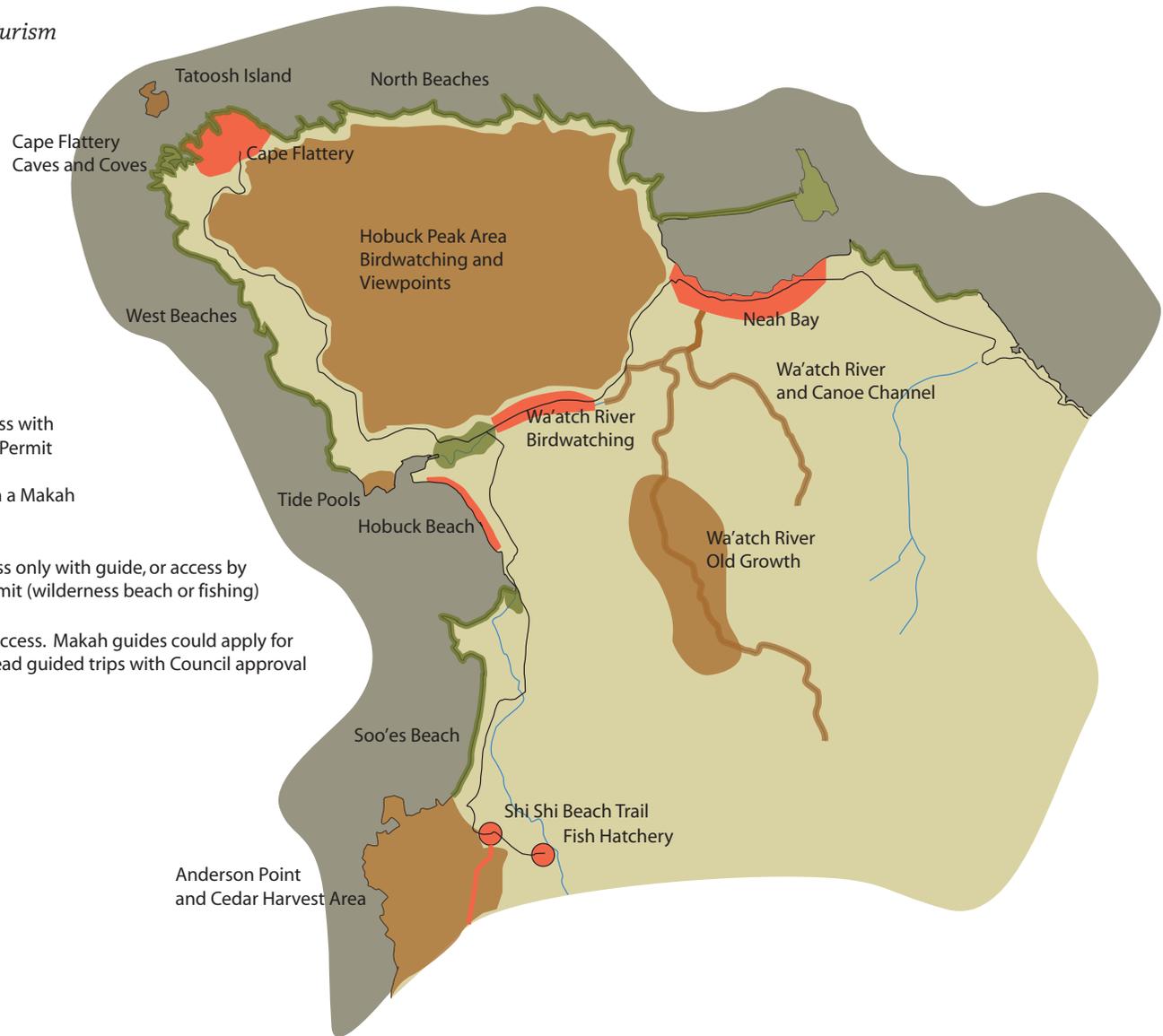
One option for implementing a Protected Lands strategy would be a simple land use designation identifying four categories of access for trust lands:

- Open to the public with purchase of a Recreation Permit
- Open to the public with purchase of a special access permit (possible access permits are discussed in detail in the Taxes and Fees section)
- Open to access with a Makah guide only
- Closed to visitor access

Protected Lands Access Control Example

Different access scenarios can balance tourism economic development, capital cost for providing access, and resource protection. Access to some areas could be completely restricted, other areas could be visited with a guide, and others might require a special permit in addition to the basic Recreation Permit.

- Public access with Recreation Permit
- Access with a Makah guide only
- Either access only with guide, or access by special permit (wilderness beach or fishing)
- No public access. Makah guides could apply for permit to lead guided trips with Council approval



NOTE: This map shows general areas where access control could be considered, however access control policies would be limited to trust lands within these general zones governed by the Makah Tribal Council

Implementing a system of this type would clarify policy direction to tribal staff, make it easier to communicate access restrictions to visitors, and streamline the process of approving tourism guiding business proposals. The accompanying map shows one example of how land use designations could be implemented, showing several of the locations that public input suggested would be appropriate for access only with a guide. If a special access permit system doesn't make sense for implementation, then the areas identified as being available only with a special permit or guide should be restricted to access with a guide only.

Access management may not be appropriate with the current level of visitor use on Makah lands, however there are already examples of visitor impacts to Makah resources and intrusions on residents' privacy. Some type of land use designation is important to consider as a foundation for implementing other tourism management programs and visitor communications.

SUPPORT FOR BUSINESS DEVELOPMENT

Tourism is an economic development strategy for the Makah people, and developing tourism-oriented businesses is a critical part of effective economic development. There are several possible forms that businesses could take – owned and operated by individuals, developed as part of existing institutions, or directly developed by the Makah tribal government – but a business development strategy needs to be crafted that recognizes and resolves the unique challenges of tourism development on Makah lands.

During the planning process, stakeholders and staff had many discussions that focused on the types of tourism businesses that would be desirable to support on Makah lands, and ideas about business models to support the tribe's goals for tourism development. Residents also described some of the challenges associated with start-up of successful small businesses.

There are dozens of opportunities for high quality cultural and nature-based tourism experiences on Makah lands. Canoe adventures, unique birding opportunities, experiences with the arts, and many more opportunities like these could enhance the tourism economy.

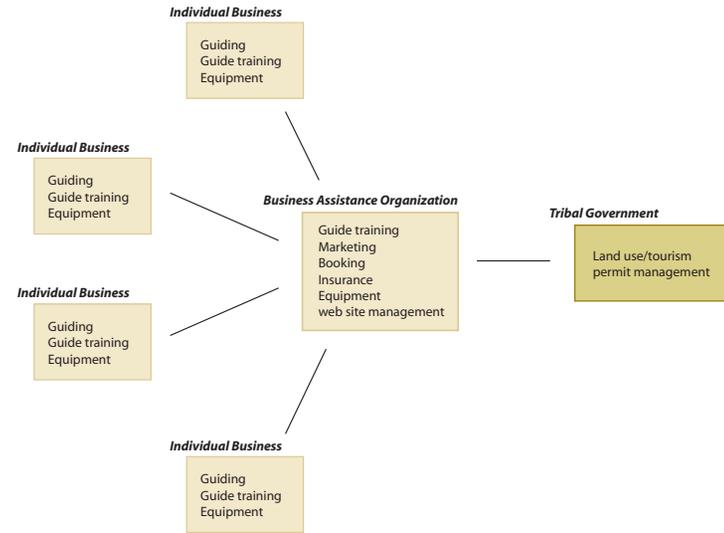
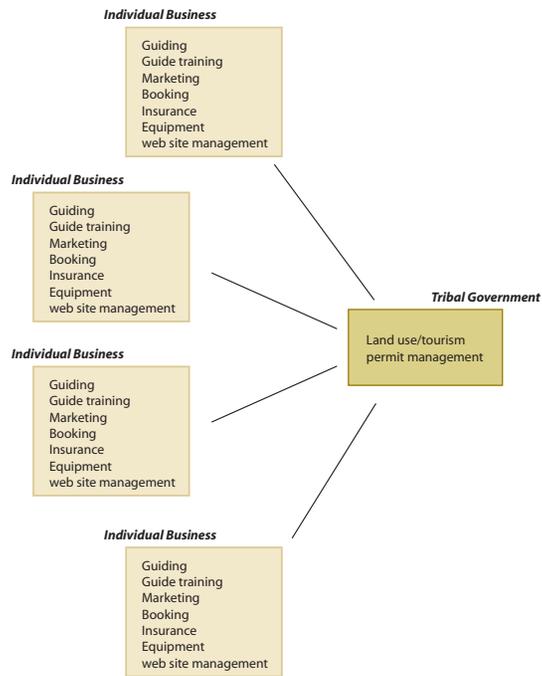
The market for these kinds of experiences is strong and growing. However, the barriers for individuals to offer these experiences are very high.

Imagine a Makah Tribe member interested in offering birding tours to Bahokus Peak. He or she can't just buy a van and expect visitors to be waiting with cash (and binoculars) in hand when they open the door to the back seat. Instead, an individual business owner would also have to handle marketing, bookings, insurance coverage, accounting, permits, and all the other aspects of running a small business.

It would be very rare for a single person to have all the skills necessary to make that business work, or for the revenue from a small business of that type to support skilled staff who could provide those services. However, the idea of birding tours to Bahokus Peak could be a viable tourism business if it was one of several experiences offered by an organization that could centralize the necessary business functions.

For example, if the tribe chose to operate a tour service then booking, insurance, taxes, and other required business functions for a dozen or more part-time or full-time guides could be handled by just a few office staff, or supported by existing accounting staff. By reducing the significant administrative burden that individual operators face for starting up a business the tribe could significantly encourage more tribe members to be entrepreneurial and offer tourism opportunities for visitors.

This “business assistance” function doesn't necessarily need to be a tribal government service. Organizations like the MCRC, a chamber of commerce, or some sort of new tourism bureau could also provide the service with approval by Council.



Individual Businesses

Individual Businesses with Business Assistance Organization

Individuals interested in providing tourism experiences have to overcome barriers including financing, insurance, and administrative support. A centralized organization to assist with these functions could encourage individual entrepreneurs to open tourism businesses. A business assistance organization could be operated by the tribal government, the Makah Cultural and Research Center, or by another organization similar to a chamber of commerce or visitors bureau.

OVERSIGHT OF TOURISM OPERATORS

The tribe also needs process to decide how individuals can use tribal trust lands for their businesses. Can anyone simply advertise canoe tours on the Wa’atch River or tours of the Wa’atch old growth preserve and charge clients for the trip? Will tribal trust lands only be open for tourism businesses operated by a Makah tribal government business enterprise? Will the tribe develop a permit system to manage tourism use of tribal lands? All of these options are possible, depending on the role the tribal government wants to take in managing and promoting tourism.

If individually-operated tourism businesses begin to become successful, meeting the tourism goals will probably require some oversight by the tribe. The development of access trails, informal parking areas, fire pits, or other types of changes to the landscape that a tourism business would need to develop to bring visitors into Makah lands for a tourism experience could cause concern by local residents who value the natural and cultural integrity of Makah lands. Makah tribal government oversight—probably some form of permit system for tourism operators— would allow review and approval of proposed activities on tribal lands.

Under a permit system, an individual interested in starting a tourism business would probably first apply through Tribal staff for a land use permit, describing the location of the activity, the proposed alterations to the landscape (for example clearing an access trail), and some details of the operation including transportation needs and insurance coverage. Review by the land use committee or similar staff process would identify any concerns about wildlife, fisheries, timber management, transportation or cultural impacts, and provide a recommendation for Council to consider.

The proposal from the operator may also include a request for exclusive rights to provide a certain type of tourism experience for the length of the permit. Exclusive rights might be appropriate if the proposed activity would take significant labor or capital investment to protect the start-up business. For example, if a tourism operator developed a trail to provide access to a destination like the cedar harvest area near Anderson Point, it wouldn’t be fair

to grant another tourism operator a permit to use that area—along with the trail that was developed by the original operator.

To avoid the problem of individual operators developing facilities on tribal land, the tribal government might also choose to develop access to tourism areas as a public facility, and use a permit system to manage use of tribally-owned assets. The permit system could also include fees that individual operators pay to the tribal government, possibly based on revenue. Under this approach, for example, the tribal government might pay develop a small access trail to a guided tourism area, then charge fees to individual guides who use the trail as part of their business.

VISITOR TAXES AND FEES

Taxes and fees are useful tools to help governments cover the cost of providing tourism-related facilities and services. Currently, the tribe charges an innovative recreation permit system that supports summer restroom maintenance, park maintenance, and some visitor improvements. The tribe does not charge sales or lodging taxes. As the tribe works to improve tourism income, both of these revenue sources could be enhanced.

LODGING TAXES

Typical lodging facilities in Washington are required to charge both sales and lodging taxes for motel rooms and RV camping. Although rates vary throughout the state, sales tax is generally about eight percent, and lodging taxes are an additional two to four percent of room charges. Tribes are specifically not allowed to impose sales and lodging taxes on many businesses not owned by the tribe, however tribes may impose sales and lodging taxes on tribally-owned lodging facilities. This is an important source of potential revenue for the tribe, and should be considered as a strategy for improving the tribe's tourism income.

As of the end of 2006, sales tax in Clallam and Jefferson Counties was 8.4%, and lodging tax was an additional 2%, making the total tax charge for visitors in Forks, Port Angeles, Sequim or Port Townsend over ten percent. Visitors assume that they will be pay taxes for rooms, and take that into consideration when they are comparing prices. Typically, prices quoted for rooms do not include taxes, and travelers compare prices based on the pre-tax cost.

The tribe should be able to increase revenues from tribally-owned lodging facilities by ten percent without raising advertised room rates or sacrificing competitive advantage to lodging in nearby communities. Implementation of a lodging tax is relatively simple as long as it only applies to tribally-owned and operated facilities. Extending lodging tax to facilities not owned and operated by the tribe is more complicated, and may not be legal. Legal counsel should be consulted prior to implementing any tax plan.

Sales taxes are more challenging to implement because they effect both visitors and local residents. There are examples of targeted sales tax policies that exempt categories of goods such as food, but they are complicated to implement. In general, a sales tax should probably be considered only as a general governance policy, and not a policy to enhance tourism revenue because of the challenges of crafting a policy that targets visitors. Unless the tribe is considering a general sales tax as part of a larger policy initiative, a focused lodging tax in the range of ten percent would be a straightforward strategy for increasing revenue from tourism.

RECREATION PERMIT

The recreation permit is an innovative and effective program to raise revenue for visitor-related costs to the Makah Tribal Government. When the program was first introduced some visitors were confused by the program, and some visitors who had been coming to Makah lands for many years were unhappy at what they perceived to be a new charge for visiting free resources. Since the initial introduction of the program the tribe has improved communications, and frequent visitors have become more familiar with the requirement and the process for purchasing a pass. Revenues from the pass and the estimated compliance with the program have been rising modestly but steadily over the past few years. The program is very successful, and it makes sense to continue it and to continue to improve the program where there are opportunities.

Two current opportunities to improve the program are to work towards higher compliance (an estimated 40-50% of visitors currently purchase passes), and to fine-tune pricing strategies to see whether the program could generate increased revenue per visitor.

In the long-term, the requirement for a pass is also likely to be an important opportunity for visitor communications. As described in the Visitor Communications section of the Corridor Management Plan, a required contact with visitors as they enter Makah lands provides an opportunity to educate visitors about tribal regulations, lodging and meal options, opportunities for tours, and other topics related to meeting the tribe's tourism goals.



A revised Recreation Permit system could include a wider variety of permits—short term, long term, and special uses— that would increase revenue and allow improved tourism management.

Pricing strategies

Although some visitors continue to have concerns over the cost of the pass, it is a relatively inexpensive and there is no evidence that the fees at the current level have caused visitors to choose other destinations. For long-term or frequent visitors the pricing is an especially good value. In general, pricing strategies should be consistent with the value of the activity that users are paying for. Visitors who are taking advantage of extra services, or who are interested in visiting unique resources should expect to pay a higher price. The pricing of the permit system also allows the recreation pass to program to directly support the tourism management goals for reducing tourism impacts, whether the goal is to reduce impacts to wilderness beaches or to improve control over boat trailer parking.

In thinking about possible fee structures for the recreation pass, the planning process suggested that the program recognize the difference between a “base fee”– the typical fee paid by a recreational visitor who might be visiting to see Neah Bay, the MCRC, and the Cape–and possible special use permits that go along with activities that cause more impact or require additional services from the tribe to support.

Base Fee Pricing

The price for the base fee could probably be raised without significantly affecting compliance or turning visitors away. Current entry fees for Olympic National Park are significantly higher than the recreation pass program, with entry fees for up to a week priced at fifteen dollars and an annual pass priced at thirty dollars. Examples of other entry fee programs in Indian country include several southwest pueblos (Taos Pueblo currently charges an entry fee of ten dollars per person for adults, plus extra fees for photography, video, or sketching/painting), and the Havasupai Tribe that charges an entry fee of \$35 per person per visit. Fees for hunting and fishing permits are common, and the Navajo Nation has a backcountry hiking and camping permit/fee system.

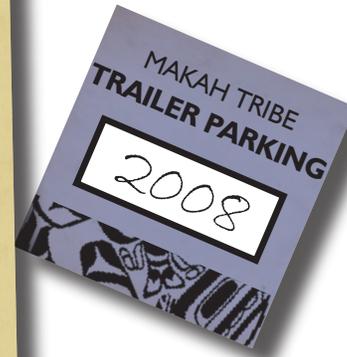
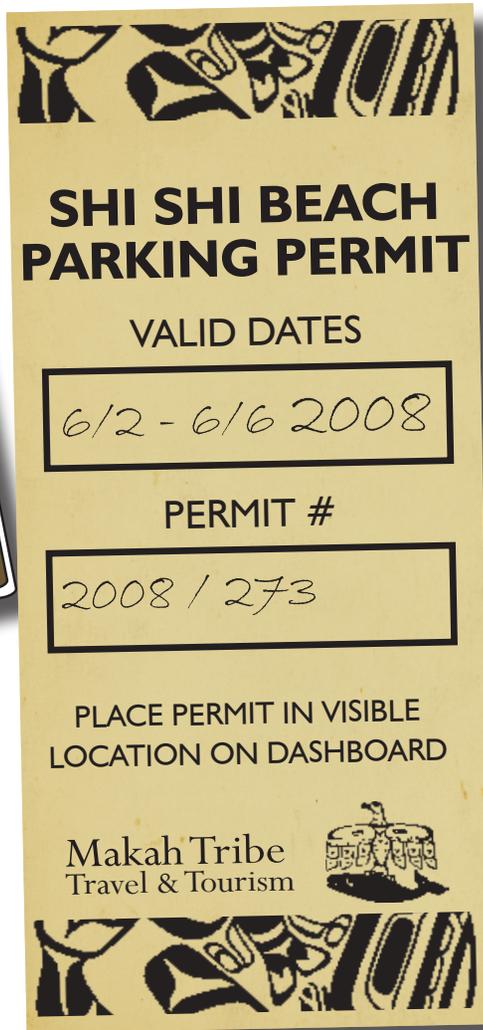
It is likely that increasing the cost of the recreation pass would not significantly reduce the number of visitors, and would increase revenue to the tribe. To be consistent with other typical user fee systems, the tribe could consider a two-tier base fee, with one price for visits up to a week and a higher price for an annual pass. This kind of pricing will be familiar to visitors who have also visited national parks, or are familiar with the forest pass system of user fees for other federal lands. To be consistent with other programs annual passes should begin in the month of purchase and be valid for 12 months, rather than run with the calendar year.

Activity-Based Pricing

The recreation permit program could also be a valuable tool for helping to manage tourism impacts in coordination with other policy. For example, if the tribe chooses to formally manage access and limit tourist access to designated areas of Makah lands, the recreation permit program could be used to allow expanded access at a higher cost. One opportunity to implement a policy like this would be to develop a “wilderness beach pass” that could be used to help manage use by surfers and kayakers. Some of the issues associated with allowing access to wilderness beaches, such as resource protection, unpermitted camping, and human waste disposal, are discussed in more detail in the next section, however the recreation permit could play an important role in implementing any tourism management policies.

Because it would allow access to areas that would generally be closed to visitors, a wilderness beach pass could be higher cost than a standard recreation pass. Depending on policy directions the tribe chooses to address some of the resource-impact issues associated with surfers, the permit purchase would also be an opportunity to inspect the parties portable toilet system or rent the party a portable toilet for use while they are on Makah lands, as well as educate surfers on best practices for reducing impact on beaches.

Sport fishermen are the group of visitors who seem to object most strongly to the recreation permit fee. Since they are typically towing boats, they are also a difficult visitor group to accommodate for short-term parking while they purchase a recreation pass. For this visitor



Special parking permits could be a revenue resource, but more importantly they are also a management tool for reducing parking impacts.

group purchase of a recreation pass should be combined with payment for boat ramp and mooring fees, simplifying the process, and combining all fees into a single price, rather than separate charges. The basic ramp/mooring fee would include a one-week recreation permit, with an optional additional charge to upgrade to an annual pass. Returning fishermen who have already purchased an annual pass would receive a discount on their ramp/mooring fee if they present their parking pass when they return for more than one trip in a season.

The permit system could also be used to simplify the parking fee for visitors who need overnight parking for Shi Shi. Several visitors have been unsure about how to pay private homeowners for overnight Shi Shi parking. To simplify the process for visitors, overnight parking fees could be collected by the tribe when visitors purchase their recreation passes, then reimbursed to private homeowners who wanted to offer parking. One way to operate the system would be to issue parking permits at a visitors center or the MCRC at the time that visitors register for overnight parking with Olympic National Park. Parking permits would be numbered for reference. Each private residence participating in the program would display a sign in their yard, and then would submit the permit numbers of the cars parking on their property to the tribe for reimbursement. To cover the costs of the program the tribe could add one or two dollars to the fee to cover administration.

Other possible activity-based permits could include bird watching if the tribe is interested in allowing self-guided access to locations like Bahokus Peak, Anderson Point or other natural areas for birders.

Combined pricing

Often travelers can be encouraged to spend more money if they perceive that they will be receiving a bargain or discount. Combined pricing strategies could be used to encourage visitors to visit the museum, shop at local businesses or participate in a tour. Perception of value could be increased by including a free recreation pass for participant taking a tour, discounting prices for museum entry if they are purchased at the same time that a pass is purchased, or including coupons for discounts at the Warm House or a local gift shop along with the pass.

SUGGESTED RATE SCHEDULE FOR RECREATION PASS/VISITOR PERMITS

Recreation Pass

Weekly	\$10.00
Annual	\$20.00

Special Activity Permits

Wilderness Beach Permit fees include the price of the recreation pass. Trailer and Shi Shi Beach parking permits would be in addition to the cost of a recreation pass.

Wilderness Beach Permit	\$35.00
(surfing and kayaking, annual)	
Trailer Parking Permit	\$15.00
(paid for at time of boat launch/mooring fee, annual)	
Shi Shi Beach Overnight Parking	\$7.00

STRATEGIES TO INCREASE COMPLIANCE

Increasing compliance with the recreation pass program is also critical to improving revenue. Currently, compliance with the program is estimated at about 40-50%. There are several complementary strategies to increase compliance with the program, including operation of a visitor center, enhanced communication to support the program, and enforcement. Each of these would provide some benefit independently, but they would be most effective if they are implemented together.



Visitor Center

Development of a single, primary location for purchase of the recreation pass could significantly increase compliance with the program and thus increase revenue. If the tribe chooses to develop a visitor center, that would be the most appropriate location. Operation of a visitor center—either in a new facility or by providing the visitor welcome function at an existing facility—is discussed in more detail in chapter 5.

Communications

Currently signs for the recreation pass begin well outside of Makah lands along SR 112, and increase in size and specificity closer to Neah Bay. Two large signs at the Seal and sail rock overlook and near the downtown park describe the program clearly, including specific prices. Surprisingly, many visitors contacted during the planning process said that they were not aware of the recreation pass program or did not believe that it applied to them. Although signs for the recreation pass are prominent, it is possible that many visitors still miss them. Some additional signing, especially if coordinated with a visitors center, may help with this.

A more difficult problem is the number of visitors who believe that the recreation pass program does not apply to them. Although existing signs seem to provide clear messages that all visitors must purchase a pass, the name of the pass may be giving some visitors the

impression that the program does not apply to them.

Visitors who are intending to only visit the museum or drive to Cape Flattery may believe that the “recreation pass” is for more active recreation such as fishing, hiking, or boating. They may not consider touring by car to be the kind of recreation that would be managed with a permit system. There are several communications approaches to address this problem. A simple one is to modify existing signs to emphasize that all visitors must purchase a pass. Another option would be to rename the recreation pass to be more comprehensive, calling it something like a “visitor pass” or a simple “entry fee.” These titles for the pass make the program sound more universal, and could result in more visitors understanding the requirement.

Since the problem may be that visitors don’t realize that the recreation pass program applies to them, one relatively simple solution could be to change some of the messaging on the signs for visitors without changing the name of the pass. A sign calling the recreation pass an “entry fee” could be used to clearly communicate to visitors that they must stop, but the pass could still be called a recreation pass.

Enforcement

Aggressive enforcement of the recreation pass program could be a burden to tribal police, and also offend visitors, especially if they misunderstood the requirements of the program, and had unintentionally missed paying the fee. However, some enforcement of the program would likely improve compliance, and aggressive enforcement (including fines) might be appropriate for visitors who regularly and intentionally ignore the recreation pass program.

The first enforcement contact with visitors could be considered a reminder or education about the program, rather than a law enforcement action. Rather than a formal ticket, an educational flyer could be used to allow visitors not displaying a pass to purchase one during their visit. These reminder flyers could be distributed by Makah tourism staff rather than the police department to avoid tying up police resources. In addition to distributing

reminder flyers, staff could maintain a list of license plate numbers to assist in identifying visitors who have tried to avoid paying for the pass in the past. Based on communications with visitors during the planning process, it is likely that the reminder system could result in significant revenue to the program.

If police resources are available, visitors who have repeatedly avoided paying the fee should be subject to enforcement. The program is a legitimate requirement, and currently payment avoidance is estimated to cost the tribe over forty thousand dollars per year. Even given the difficulty that the tribe can have in collecting fines from unwilling payers, some enforcement will be required to solve the problem of intentional repeat offenders.



DOWNTOWN AESTHETICS

One of the concerns that the participants in the planning process mentioned was the overall character of Neah Bay downtown. Typically folks mentioned maintenance issues as a major concern, particularly painting and yard clean-up. Some of these concerns are mirrored by comments from visitors, but there are also positive comments that reflect an appreciation for Neah Bay's character as a remote and relatively undeveloped community. Neah Bay's public buildings—particularly the MCRC, marina, warm house, and mini-mart— are well-designed and well-maintained. With a few exceptions, individual houses are also generally well-maintained and create an attractive street frontage along the byway.

Two initiatives are recommended to enhance Neah Bay's aesthetics for visitors— a public art program to locate more art downtown and continue the integration of Makah art into public buildings, and a voluntary residential clean-up program where assistance is provided to remove large items and other accumulated stuff that can be difficult for individual families to remove.

The public art program could include installation of art in several locations downtown, especially in and around public buildings. Specific opportunities could include the grounds of the warm house, the downtown beach park areas, or decoration of the public restrooms.

A residential clean-up program would not be regulatory, but only provide voluntary assistance to residents who were interested in help to remove trash that is not appropriate for regular garbage service.

RESOURCE PROTECTION

Timber management to maintain scenic quality.

Although visitors generally do not have access to Makah Tribe timberlands, they see them from the byway and appreciate the forested landscapes as part of the experience of visiting Makah lands. The primary motivation for many visitors to Makah lands is to experience nature, and the northwest coniferous forest is the background for their trip. Timber management activities—especially clearcuts—have a significant impact of the quality of the view from the byway, and reduce visitor satisfaction with their tourism experience.

Makah timberlands are managed carefully to maintain sustainable harvest levels and protect natural resources. Unfortunately, visitors generally have limited understanding of timber management practices, and even when they do they still dislike clearcuts. Research has shown that education to inform visitors about responsible timber management has very little effect on their attitudes about clearcuts.

Currently, and for the foreseeable future, timber harvest is a much more significant source of revenue for the tribe than tourism. However, it is important to understand the impact timber management can have on visitor satisfaction. There may be opportunities to reduce the visual impact of timber management activities without significantly reducing revenues.

“Viewshed” is a term used to describe the area that can be seen from a particular place—similar to the way that “watershed” describes the area where water is collected for a particular stream or river. On the Makah reservation, there are three viewsheds that are currently unprotected by wilderness or other designation that might be appropriate for designation as scenery resources important to tourism. The first viewshed is the forest area bordering the byway between the entry to the reservation and the connection to backtrack, including the forest area behind the cemetery. The second viewshed is the east slope of Bahokus peak, providing the backdrop to Neah Bay. The third viewshed is the forest area near Anderson Point, adjacent to the Shi Shi Trail and potential future trails to the old military facilities on the point.

Maintaining the scenic quality of these areas should not require taking these areas out of timber production entirely, but it could result in reduced timber harvest levels. Options for maintaining scenic quality for timber harvest include the establishment of view buffers, increasing the density and size of leave trees (or a partial cut logging method), or significantly reducing the size of individual clearcut harvest units. Different strategies may also be appropriate for the three areas. For example, relatively narrow leave strips bordering the roadway would be effective for the entry corridor into the reservation, but wouldn't be effective for the east slopes of Bahokus.

The Makah timber resources staff are experienced professional timber managers, and should be able to evaluate the potential financial and operational considerations of different options for scenery management in these locations.

4



Visitor Communications

Effective communication with visitors is one of the most important elements of a tourism strategy. From the initial marketing information that attracts visitors to the signs that guide them to recreation areas, visitors have a better experience if they understand what opportunities are available to them, and what expectations their hosts have for them. Managing visitor expectations is also an important aspect of communications, providing them with an accurate sense of what their experience will be like, and what they are (and are not) allowed to do as guests.

This section of the Scenic Byway Plan describes some opportunities to improve visitor communications, beginning with external communications—the marketing and trip planning information available to visitors before they reach Neah Bay—and then describing some of the communications opportunities for visitors while they are visiting. Topics include:

- Marketing and external communications
- Visitor Welcome and Orientation
- Wayfinding – signs along the byway
- Regulatory Signs – clarifying expectations for visitor behavior

Marketing and External Communications

How do visitors find out about Neah Bay? How do they learn what options there are for activities and services? To develop a more robust tourism market, better tools need to be developed to help visitors before they reach Neah Bay. A complete external communications program should consider continued web site development, brochures, a contact program for answering information requests, and a promotional program.

TOURISM-ORIENTED WEB SITE DEVELOPMENT

A growing segment of travelers is using the web as their primary source of trip planning information. Research suggests that most travelers don't discover a possible destination on the internet (for example they don't use the internet to find out about Neah Bay for the first time), but they use it extensively to research destinations and develop itineraries. The current Makah tribe web site includes some good information, and is continually being improved. Compared to just a year ago, the web site is much better focused on visitor needs. Continued improvement will support the Tribe's goals for ongoing tourism development.

To compete with other destinations, the tribe could consider some upgrades to the web site to include easier access to trip planning information, and feature more photos of the spectacular scenery and wildlife to experience on Makah lands. It would help if the web site had easier access to *things people can do* and *services they need*. As the tribe's tourism program develops, it may be appropriate to develop separate web sites for the tribal government and the tribe's tourism program.

The best tourism sites give visitors a virtual "mini-tour" of the destination, with preview photos of the activities they may participate in, exterior and interior photos of lodging options, and images of people doing the things they might want to try. It's easier for visitors to imagine taking a canoe tour if they can see a picture of other visitors having a good time.

An example of a possible tourism web site includes a simplified navigation menu, welcoming color scheme, and a clear messaging that the web site is focused on visitors. All lodging, including Hobuck Cabins and the RV park could be grouped together and accessible with a single click. Activities, ranging from fishing to museum tours, could also be grouped on the same menu.





It may be appropriate to develop a Makah Tribe tourism web site separate from the general tribal web site to focus on visitors. This mock-up includes a simplified navigation menu, images of Neah Bay activities, and a welcoming introductory message.

TOURISM-ORIENTED BROCHURES

Although internet marketing is growing in importance, brochures continue to be effective marketing tools. Research by Washington State's Tourism Department has shown that a surprising number of travelers have added extra days to their trip or changed their destination plans after seeing a brochure while they were in the middle of trip. The MCRC currently prints and distributes a brochure featuring the museum. It may be appropriate to consider a single brochure marketing all the activities available on Makah lands, or to develop a few different brochures that focus on specific markets. Markets to consider for individual brochures could include the museum, nature-based tourism, and fishing.

INFORMATION REQUEST FULFILLMENT

Personal contact with visitors as they are planning a trip, whether it is with a phone call, mail or by e-mail, is very effective in promoting tourism activities and enhancing revenue. However, it also requires staff time and training. If the tribe chooses to develop a visitor center, travel planning support could be identified as one of the responsibilities of desk staff there. If the tribe chooses not to develop a visitor center, or would like to develop a visitor information program before a visitor center is complete, then information could be provided from the tribal center.

In addition to staffing, it is important to provide clear contact information on the web site, on brochures, and in any advertising or promotions. A toll free telephone information number (for example 1-888-NEAHBAY or something similar) can provide good return on investment as long as phone calls can be converted into cabin stays or other revenue-generating activities.

A useful tool for information staff would be a central reservations system for all Makah Enterprise lodgings. Visitors should be able to check availability and book reservations for cabins, camp sites, or RV sites with one phone call.

PROMOTION AND PRESS RELATIONS

A tourism promotion program would focus on unpaid editorial coverage in newspapers and magazines. A promotion program is typically more cost effective than paid advertising, and travelers generally consider travel articles more credible than advertisements. Participation in travel

writer conferences and events can raise awareness of Neah Bay as a destination, and help to build relationships with travel writers. A promotional program could be developed in-house by the Tribe, developed through a partnership with another tourism organization like the OPTTA or the North Olympic Peninsula VCB, or contracted to a public relations/promotions consultant.

POTENTIAL PARTNERS & LINKS: Partnerships are growing in importance for effective tourism marketing. The ability to share resources, cooperate for advertising and promotions, and cross-sell with nearby destinations are all important to development of a more effective tourism economy for the Makah. The tribe has many long-standing relationships with Olympic Peninsula tourism marketing and visitor services organizations. As the tribe develops new capabilities and services there are opportunities to strengthen these relationships, and take advantage of more shared resources.

Existing and potential external communications partners include:

- OPTTA
- Olympic National Park
- Olympic Coast National Marine Sanctuary
- North Olympic Peninsula VCB
- Forks Chamber of Commerce
- Clallam Bay-Seki Chamber of Commerce
- Strait of Juan de Fuca National Scenic Byway
- Washington State Audubon
- Washington State Tourism

Visitor Welcome & Orientation

The first contact with visitors as they arrive in Neah Bay is important. It's an opportunity to make visitors feel welcome, help them understand how to get around Neah Bay, and encourage purchase of a recreation permit. Currently, the first personal contact with visitors is usually when they stop to visit the MCRC or purchase a Recreation Permit.

From discussions with visitors, the planning team frequently heard that they weren't sure how they could get travel information when they arrived at Neah Bay, and didn't understand the Recreation Permit program. Staff at the Tribal Center provide high quality service and information when selling recreation passes, however the Tribal Center is not the best location to provide visitor orientation services because of its location. Because they are located further east than the Tribal Center, the MCRC, Washburn's, and the Marina facilities are better locations to ask visitors to stop.

If the tribe chooses to pursue it, a new visitor center would be the primary facility for visitor orientation. However, there are also opportunities to improve visitor orientation on an interim basis until a visitor center can be developed, or permanently if the tribe chooses not to pursue a visitor center.

Staff at the MCRC generally provide excellent visitor service, however MCRC management do not feel that they have the staff resources to act as an informal visitor center. Typically, visitors seeking information at the MCRC are served by the staff at the gift shop cash register, often spending several minutes getting information and interfering with gift shop sales. At Washburn's visitors generally get some information as they are purchasing a recreation pass, but the quality of the travel information depends on the individual running the cash register at the time.

Options to improve the visitor orientation function for the tribe include supporting the establishment of a primary visitor contact location, improving the tools available to anyone in a visitor orientation role, and training for visitor contact staff.

OPERATION OF A VISITOR CONTACT LOCATION

A designated visitor center would be the most effective facility for visitor contact, and is described in the Capital Projects section of the Corridor Management Plan. Until a visitor center can be constructed, or if the

Introduction to Makah lands

Welcome to the Makah Nation. We hope you enjoy your visit here, and will return to visit us again. To help us preserve this unique and wonderful place, we ask that you keep in mind the following requirements:

- There are no public lands on the Makah Reservation.** All lands are either owned by the Makah Tribe or are in private ownership. Purchase of a Recreation Pass allows visitors access to designated areas on the reservation. Please limit your visit to these designated visitor areas, or stop at the Makah Tribal Center if you are interested in access to other Makah lands.

- No collecting of any kind is allowed.** The limited natural resources of the Makah Reservation are critical to our culture and economy. Please help us to preserve them for future generations. Collecting, including beachcombing, shellfish gathering, collection of forest products, or harvest of any other resources on the reservation is not allowed.

- All hunting and fishing requires a permit.** Please ask for more information if you are interested in hunting or fishing on Makah lands.

- Please respect residential areas.** Neah Bay can be a busy place during the tourist season. Makah tribal members live in all parts of the reservation. Please respect residents as they go about their daily lives.



Thank You!

Makah Tribe Travel & Tourism

Questions? Please visit the Makah Tribal Center or call 360-AAA-BBBB for more information.

Welcome to the Makah Nation- A land of crashing surf, rainforest, and wildlife that has been home to the Makah People for thousands of years.

You are invited here as our guest, to share the place that we cherish as our home, and to experience our living culture.

We are people of the sea and the forest. Join us to explore this special place at the Northwest tip of the continental United States.

PLACES TO VISIT

Makah Museum Ulput lure feuls at lurerit wis esto er irli euls...

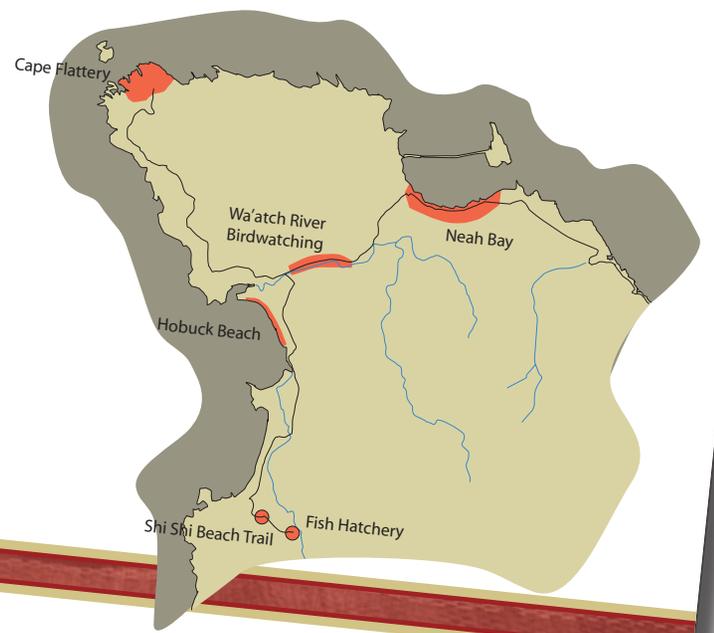
Downtown Neah Bay Ulput lure feuls at lurerit wis esto er...

Cape Flattery Ulput lure feuls at lurerit wis esto er irli euls...

Neah Beaches Ulput lure feuls at lurerit wis esto er irli euls...

Neah Beach Ulput lure feuls at lurerit wis esto er irli euls...

Neah Marina Ulput lure feuls at lurerit wis esto er irli euls...



Travel & Tourism

An information card describing the Tribe's expectations of visitors and a simple map showing areas open for tourism access could be useful tools when making first contact with visitors to Makah lands.

tribe chooses not to develop a visitor center, there are still opportunities to provide the visitor orientation function. One option would be to support the MCRC in providing visitor information services in a way that reduces conflict with their operations. Details of any partnership with the MCRC would need to be developed in discussions between the Tribe and MCRC management, however an interim solution could be as straightforward as providing funding for an additional staff person and a dedicated cash register for recreation pass sales.

Another possible location for visitor orientation is the current Marine Sanctuary visitor center. This facility is not well-used even during the peak visitor season, and might be able to serve as a visitor welcome center as well as the visitors center for the refuge. Concerns about this location include limited space and limited parking.

For any location developed as a primary visitor orientation facility, clear road signs need to be developed requiring all visitors to stop and purchase a recreation pass.

Wayfinding Signs

The Cape Flattery Scenic Byway can be a confusing place for visitors who aren't familiar with Neah Bay and Makah lands. A wayfinding sign program will reduce confusion, improve the visitor experience, and help to keep visitors where they are supposed to be. Wayfinding signs are also appreciated by visitors, who perceive them as indicators that they are welcome, and that they haven't accidentally gone somewhere they aren't supposed to go.

Effective wayfinding signs are intended to look different than other types of signs, so that they stand out for tourists. They are located at all major decision points along the byway, and should also be used to help visitors find tourist attractions, lodging, and services.

The tribe has been consistently improving the signs for visitors along the byway, including gateway signs at Seal and Sail rocks and entering Neah Bay, the major sign at the turn from 3rd Avenue and other directional signs along the road. These signs are a great start, but probably need to be supplemented with a more comprehensive system to help travelers find their destinations easily and with confidence.

ROAD SIGNS THAT WORK

Most road signing is guided by a book called the Manual of Uniform Traffic Control Devices (MUTCD), that describes how all road signs should look and how they should be used. Drivers depend on signs working and looking in similar ways throughout the U.S. for safety and convenience.

The MUTCD does not allow much flexibility in the way that regulatory signs like stop signs, yield signs, and similar traffic control signing is used. There is much more flexibility allowed in the development of signs for travel information. For visitors, it can be helpful if traveler information signs look slightly different than everyday street signs, so that they catch the driver's attention. Good traveler information signs look different than typical street signs, but similar to each other, and still look enough like road signs that travelers understand they are official and trustworthy.

The wayfinding signs should be developed with a set of design guidelines that includes a limited number of different sign types, a unique logo for the byway, and consistent placement along the roadway.

This section of the corridor management plan includes a description of the different components of a wayfinding sign system, an example of sign designs that could be used for a wayfinding sign system, and key map showing the locations and possible content for an improved wayfinding sign system.

WAYFINDING SIGN SYSTEM

The components of a wayfinding sign system should have a similar look and feel so that visitors begin to recognize them and keep an eye out while they are traveling.

LOGO

Scenic byway wayfinding signs should incorporate a unique byway logo. The logo should be designed for use on brochures, web sites, and other marketing material in addition to the sign system.

An example of a logo for the byway is included on the illustrative sign examples shown in this section. It incorporates the Tribe's logo and a unique text treatment for the name of the byway. There is an opportunity to work with artists in the tribe to develop a unique logo for the byway, either through a competition or commission. Developing a unique logo for the byway is an opportunity to support local artists, and to make Makah art more visible to visitors.

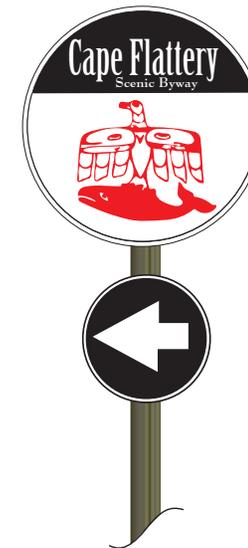
TYPES OF WAYFINDING SIGNS

LOGO "DINNER PLATES"

Small signs that only include the logo – often called “dinner plates” if they are round – can be used on a sign post to reassure visitors that they are on the right road, or put on the same post with other signs to add the byway logo.

BASIC REASSURANCE SIGNS

Even if they know they were on the right road five minutes ago, travelers can begin to worry that they missed a turn or somehow got lost. Reassurance signs are intended to do just what their name says—reassure travelers that they are still on the right road. Often they are very simple signs, with only a logo “dinner plate.” They can also include directional arrows if travelers need help to identify turns.



An example of a possible “dinner plate” logo sign serving as a reassurance sign along the byway. The logo for the byway could be developed through a competition among Makah artists.



An example of a possible directional sign along the byway. Signs could use the familiar brown and blue colors for recreational destinations and services while still having a unique look as a byway sign.

MAJOR GATEWAY OR EMPHASIS SIGNS

Gateway signs are landmark structures that are meant to attract visitors' attention and communicate important information. They are intended to be used infrequently, only at the entry to the byway and at the most important decision points. Gateway signs are large, and should have an architectural character that complements the aesthetics of visitor facilities and improves the look of the byway.

DIRECTION SIGNS

These signs are used at intersections where travelers might have to make decisions about directions, or need extra help to notice a turn. These signs look similar to typical traffic signs, but include a logo and clear labels for destinations, supported by directional arrows.

FEATURE & SERVICES SIGNS

Similar to directional signs, these signs focus on traveler destinations or services. They often direct travelers to locations off of the byway, for example a feature/services sign would be used to direct travelers to the Hobuck Beach cabins. For important destinations feature signs should include both an advance warning sign (for example "Makah Museum, left 1/2 mile"), followed by a sign located right at the entry or turn.

WAYFINDING SIGN SYSTEM



Byway reassurance signs, with and without directional arrows. These signs help visitors follow the byway and reassure them that they haven't gotten lost.



Byway feature signs direct visitors to recreational destinations.

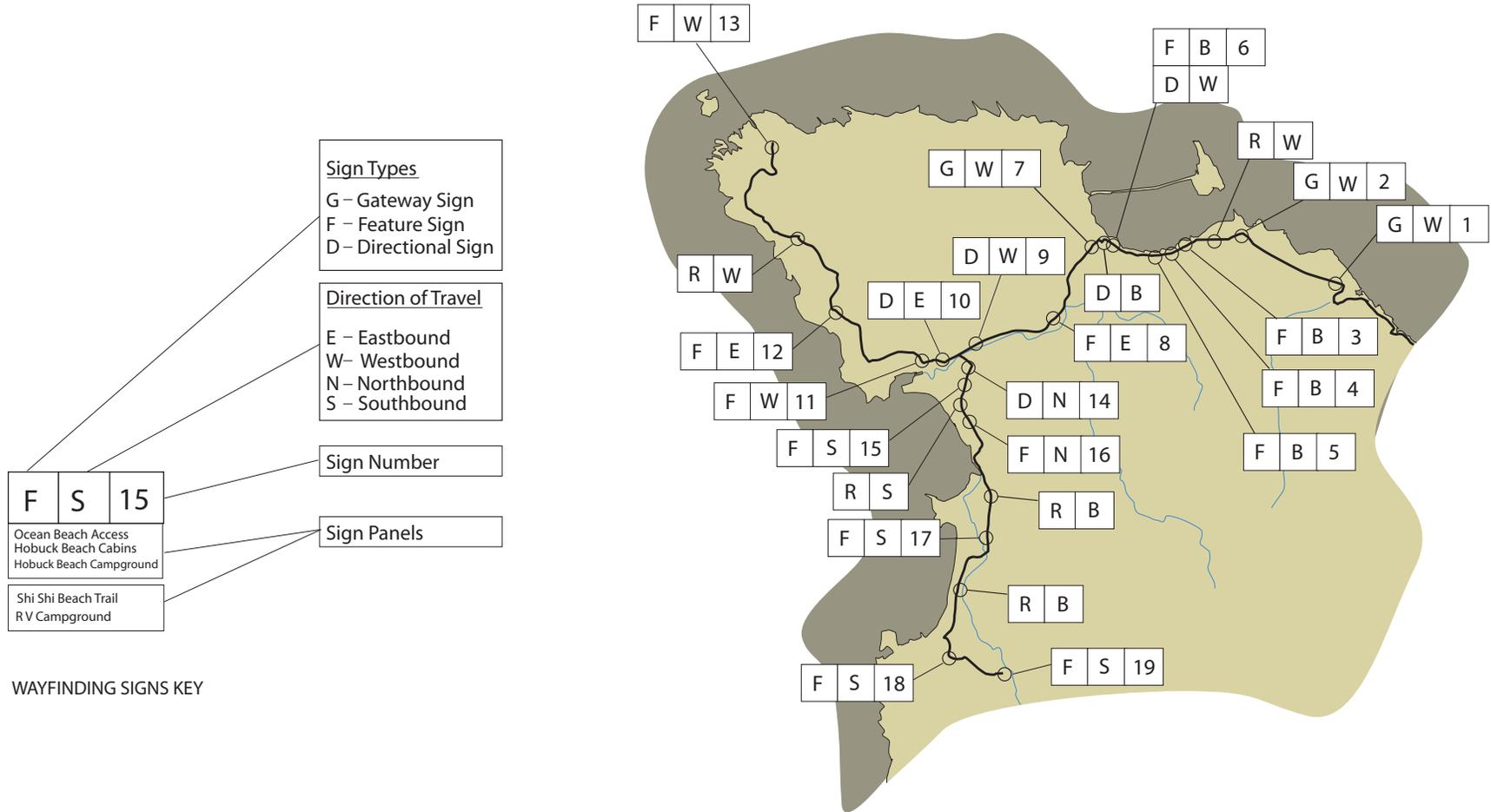


Byway directional signs help travelers make decisions at intersections.

Byway gateway signs are used only in very important locations. They are an opportunity to develop a distinct architectural style for the byway, in addition to providing visitor information.



WAYFINDING SIGN SYSTEM MAP AND SIGN KEY



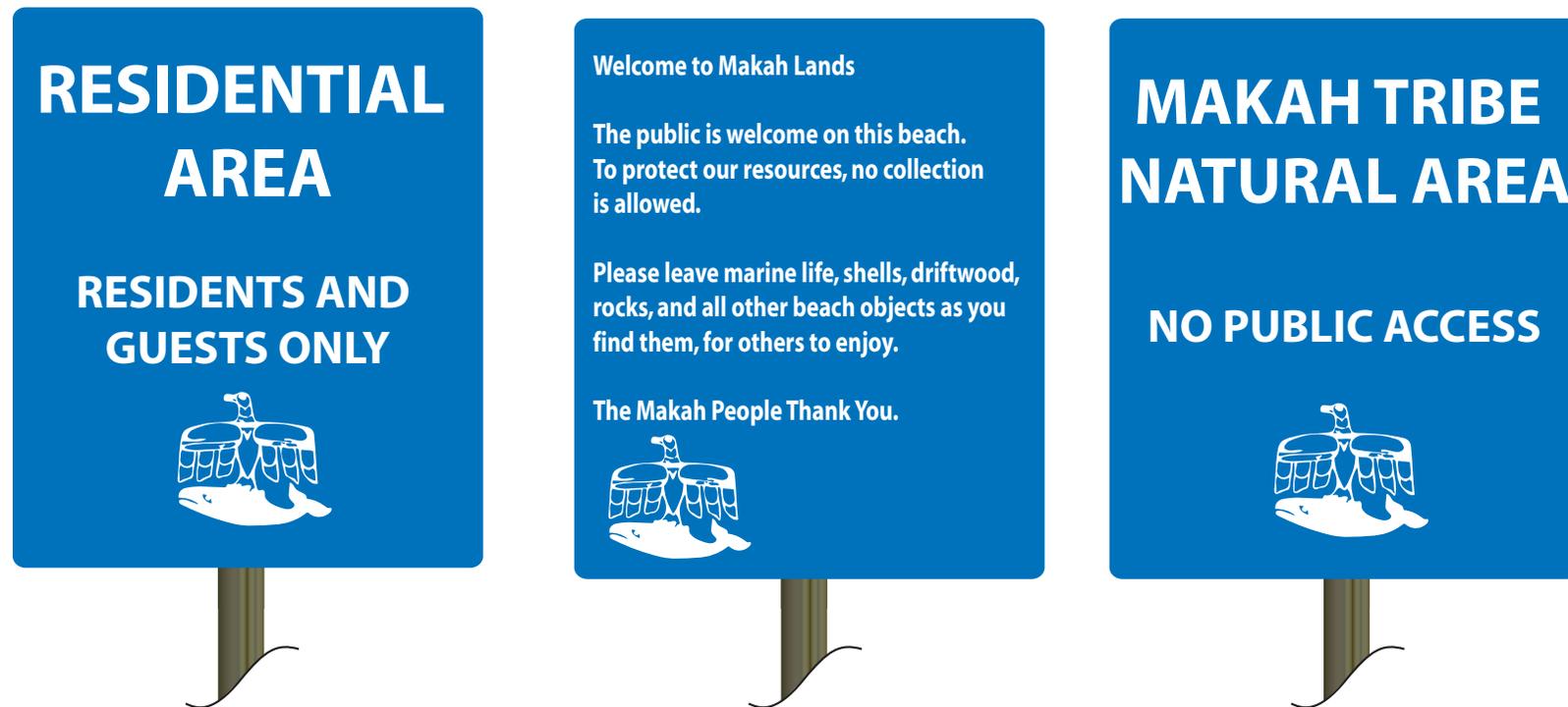
WAYFINDING SIGNS KEY

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Visitor Regulatory Signs

While wayfinding signs help visitors understand where they are supposed to go, there are also places where they are not supposed to go, and things they are not supposed to do. A regulatory sign program focused on reducing visitor impacts in areas where they are not intended to go can complement the wayfinding sign program, and should help to reduce visitor impacts to residential and resource areas.

These signs could be very simple, with messages that are polite but clear.



Residential area signs could be used at intersections where visitors mistakenly turn off the byway into residential areas.

Beach protection signs would be located on Hobuck Beach, downtown Neah Bay beaches, and at Sooes Beach if the tribe chooses to open it to the public.

Natural area signs could be used for any undeveloped areas that the tribe wishes closed to visitors. Places like Sooes Beach, Hobuck Peak, Anderson Point, and many others may be appropriate places for these signs.

5



Capital Project Opportunities

Capital improvements –whether they are small pullouts or major construction efforts– are part of an integrated strategy for meeting the Makah Tribe’s tourism and economic development goals.

Typically, capital projects related to scenic byways can compete for funding through federal transportation grant programs, and often are successful in attracting funding partners for cooperative development and management of facilities.

This section of the Corridor Management Plan describes potential facility improvements to enhance the visitor experience, manage tourism impacts, and support appropriate tourism development.



Visitor Center

DESCRIPTION & PURPOSE: A Visitor Center was identified in the Neah Bay downtown Master Plan, and has also been discussed as a part of the Scenic Byway planning process. Visitor centers can provide valuable services for tourists, and they are generally well-used and appreciated. From the Makah Tribe's point of view a visitor center would have many potential benefits, from improved communication with travelers to increased revenue from the recreation permit program. The significant challenge for a visitor center is ensuring that it is developed with a sustainable business model. Visitor centers are generally expensive to construct and operate, and prior to committing to the development of a new center the Tribe needs to have a strong revenue plan in place, most likely including outside partner agencies.

VISITOR CENTER FUNCTIONS: The visitor center has the potential to provide a range of services. While each of these has implications for revenue and staffing needs, there are also potential economies of scale by combining tourism-related functions in one facility. In many communities tourism administration is housed with the front line visitor information staff, allowing staff to flexibly meet time demands depending on the need. Potential functions for the visitor center include:

IN-PERSON TRAVEL INFORMATION

Front desk staff's primary responsibility is likely to be providing in-person information for visitors, helping visitors plan their stay in Neah Bay, providing directions, recommending food and lodging options, and also helping with the development of itineraries to nearby destinations outside of the reservation.

Travel information facilities require a desk area, storage and display for literature and marketing materials, telephone access and possibly cash handling. The information desk needs to be staffed during the hours that visitors typically arrive in Neah Bay, generally longer than regular business hours during the busy season.

INTERPRETIVE INFORMATION

The visitor center has the opportunity to also provide interpretive information for the Makah tribe and partner agencies. During the planning process, participants saw value

in opportunities to interpret contemporary life on Makah lands in a way that would complement the interpretation of traditional Makah culture in the MCRC. They also emphasized that any interpretation in the visitor center should not compete with the MCRC. Any partner agencies are also likely to be interested in interpretive display opportunities, especially if the wildlife refuge or national park choose to participate. In addition to static displays (for example artifacts, photos, text, wall displays, display cases, etc.) planning process participants were also interested in the possibility of including a small movie theater in the visitor center. During the day the theater could show interpretive videos to supplement other displays, similar to many National Park visitor centers. During evening hours the theater could be used to show contemporary movies for residents.

RECREATION PASS SALES

The visitor center would likely become the primary facility for recreation pass sales. New visitors would be strongly encouraged to stop for orientation information and to purchase a pass. A primary location for pass sales with clear signing should significantly improve compliance with the pass program, helping with tourism revenues. Visitor center staff would also be better trained to provide information on trip planning, visitor regulations and behavior expectations when they sold a pass than retail clerks at village businesses.

The recreation pass sale is the best opportunity to welcome visitors to Makah lands and provide visitors with information to improve their stay and clearly communicate expectations for visiting the reservation. This function of the visitor center could offer significant benefits for tourism management and reduce the cultural impacts of tourism on residents.

PERMIT CENTER

In addition to recreation pass sales, the visitor center would also be the appropriate location for National Park Service permit distribution. With the completion of the new trail, visits to Shi Shi beach continue to increase. Shared facilities and partnership with the National Park Service provide opportunities for the tribe to assist with the information and orientation for Shi Shi visitors, especially those who are planning an overnight stay and need parking.

RETAIL/GIFT SALES

The visitor center could include a gift shop to help with revenues, although it is not a necessary part of the facility. Care should be taken to avoid competition with the MCRC or private gift shops.

PHONE CENTER/MAIL CUSTOMER SERVICE/EMAIL CUSTOMER SERVICE

Many travelers use telephone, email, or traditional mail to request information and assistance with trip planning. There are several advantages to housing these services at a visitor center, where front desk staff are trained to provide travel information, and need to maintain an inventory of travel literature for distribution to visitors. With desk staff and phone staff co-located in one facility there is also more flexibility for meeting visitor needs, with some likelihood that phone staff can help cover the desk or desk staff can help cover the phones depending on demand.

RESERVATIONS CENTER

In addition to providing travel information, the visitors center could also serve as a reservations center for tribally-owned lodging facilities. Reservations services are a natural outgrowth of visitor information services, and allow information staff to make a direct connection between an information contact and a revenue-generating reservation. In the current situation where it has been difficult to maintain consistent phone coverage for tribally-owned lodging facilities. A centralized booking facility would improve the visitor experience, and should also increase lodging revenues.

GUIDED TOUR BOOKING AND STAGING FACILITY

Guided visits are a potential strategy for improving tourism-based revenues while limiting the number and impact of tourists outside of the main tourist areas on the reservation. The visitor center could support the development of a guided tourism program by serving as a coordination hub for tours—offering visitor information on available tours, providing booking services, and serving as a meeting and staging area for tours. These services are difficult for individual tour operators to provide, and would benefit from operation in a central location where visitors are actively seeking tourism activities.

LOCATION OPTIONS



**LOCATION OPTIONS
FOR A MAKAH TRIBE VISITOR
CENTER**

1. ACROSS FROM MARINA
2. MUSEUM & CULTURAL
RESOURCE CENTER SITE
3. EAST SIDE OF WASHBURN'S
PARKING LOT

The appropriate location is critical for the visitor center to meet its intended functions. With a focus on serving visitors who are not familiar with Neah Bay, the visitor center must be easy to find, provide easy access and parking, and preferably be one of the first public facilities that visitors see as they enter town.

MOTEL/BOAT PARKING SITE ACROSS FROM MARINA



This site is a prominent downtown location where the facility could serve as the anchor for increased downtown development—retail, services, food, or lodging. There is also an opportunity in this location to develop the visitors center as part of a future hotel development, where the visitors center could occupy a part of the street level development with motel rooms above.

Advantages

- Prominent site with good connection to marina, retail, and Washburn’s.
- Opportunity to develop new downtown anchor location.
- Could be supplemented with other adjacent development.
- Opportunity to develop as part of a future motel.
- Space available for development of large building and associated parking.

Disadvantages

- Displaces current trailer parking.
- Limited opportunities for shared parking.
- Farther west than other potential sites, could be harder to direct visitors to this location as their first stop.

MUSEUM AND CULTURAL RESOURCE CENTER



This option would co-locate a new visitor center on the MCRC site. The visitors center would complement the function of the museum, and enhance a facility that is primarily oriented to visitor services and education. Careful design would be necessary to ensure that the new building was compatible with the architecture and setting of the MCRC, and that adequate parking was provided to meet the needs of both facilities. If the MCRC played a role in

staffing the visitors center, then a shared location would also help make operations more efficient.

Advantages

- Strengthens the MCRC’s role in welcoming and providing services for visitors.
- Good opportunity to encourage visits to the MCRC/increase MCRC attendance.
- Opportunity to share parking.
- Prominent location at entry to Neah Bay improves opportunity to encourage visitors to stop.
- Opportunity to repair or redevelop MCRC parking lot as part of capital budget for new facility.

Disadvantages

- Location outside of downtown area provides weak connection to downtown tourist businesses.
- Potential parking conflict with museum visitors.
- Could restrict opportunities for future expansion of the MCRC.

EAST OF THE WASHBURN’S PARKING LOT

This site would strengthen the role of Washburn’s, along with the picnic shelter/outdoor market, post office, and public restrooms as Neah Bay’s “town square.” By adding another visitor-oriented facility to this location, the visitor center would help to shape downtown and focus activity in a central location.

Advantages

- Prominent location with good visibility
- Close to Warm House
- Opportunity for shared parking
- Strengthens Post office/Washburn’s/outdoor market area as a town center
- One of the first public buildings visitors would see as they enter town.

Disadvantages



- Site may be too small to accommodate building
- Entry from Washburn’s parking faces away from westbound traffic, making it hard to design building with a welcoming façade.

PARTNERS

There are several potential partners for a visitors center, based on their shared interest in communication with visitors to Neah Bay. Partners can play a variety of roles in building and operating a visitor center that can contribute to the success of the facility. Potential contributions from partners can include capital cost sharing, operations partnerships, assistance with securing grant funds, and technical assistance.

THE OLYMPIC COAST NATIONAL MARINE SANCTUARY currently partners with the MCRC to provide interpretive services and operates a small visitor center in the Makah Marina. They would benefit from an improved facility in Neah Bay to communicate the sanctuary’s stewardship messages and meet their mandate for public information. The sanctuary could be both a development and operations partner in visitors center.

OLYMPIC NATIONAL PARK has recently begun funding a staff position to support permitting for Shi Shi beach visitors. The visitor center is an appropriate location for this function and may also be an opportunity for interpreting the park’s beach areas—especially the cultural heritage of the park’s wilderness beaches.

WASHINGTON STATE DEPARTMENT OF FISH AND WILDLIFE may be a possible partner based on their responsibility for managing fishing in the strait and Pacific. The WDFW also has an active “watchable wildlife” program that could complement the tribe’s emphasis on eco-tourism.

THE U.S. COAST GUARD has been an important member of the Neah Bay community for decades, and has an interesting story to tell about their responsibilities for protecting marine traffic. Although they don’t have direct interaction with most tourists, they may see some value in education opportunities for travelers coming to Neah Bay for fishing or other recreational boating.

PROJECT ELEMENTS

Visitor centers range widely in size and configuration. Potential interior activities for the building are described above. In addition to the building itself the visitor center facility will need to consider some outdoor space development, utilities, and parking. Depending on the program elements chosen, the building would likely require between 2,000 and 6,000 sf, and parking demand might range from ten to thirty vehicles. Capital costs for visitor centers range from approximately \$200 - \$400 /sf for the building. Using these estimates a reasonable budget range for the building is approximately \$400,000 to \$2.4 million. A facility at the lower end of the cost range would be anticipated to provide a service desk, staff areas, and restrooms, without extensive interpretive displays or a theater.

IMPLEMENTATION

Visitors centers are major, long-term investments and should be carefully studied prior to development. A separate feasibility study should be completed, including more detailed program development, site investigations, and functional analysis, prior to developing a visitors center. If the tribe is interested in partnering with agencies for development, it would be appropriate to approach potential partners to participate in the feasibility study process.

Welcome Figures Gateway

DESCRIPTION & PURPOSE: The welcome figures gateway project is intended to create a sense of arrival to the community of Neah Bay and the MCRC. Two new welcome figures would be carved and installed beside the roadway just east of the museum entry. The welcome figures would become new landmarks for travelers to the byway, and become one of the elements that let travelers know that they are arriving in town. The welcome figures are also an opportunity to raise the profile of Makah art as part of the visitor experience to the reservation. Outdoor art opportunities are a way to enhance the byway and make it feel uniquely Makah.



BENEFITS: This project will improve the aesthetics of the entry to Neah Bay, and provide a prominent reminder of the unique culture of the Makah Tribe for visitors arriving at the community. The project will also solve a specific wayfinding/traffic calming problem at the proposed location. Although it is a large and architecturally distinguished structure, the

Makah Museum is located just outside of downtown Neah Bay, and many visitors drive past without realizing that they have passed one of the most significant destinations and visitor information resources in the community. The Welcome Figure Gateway will help to slow traffic and raise awareness of the museum for visitors.

PROJECT ELEMENTS: The project includes two carved welcome figures. One welcome figure would be located on each side of the roadway. They would be installed on concrete pedestals to increase their apparent size and also protect them from damage. Wooden guardrails would be used to protect cars from leaving the roadway and colliding with the welcome figures.

POTENTIAL CONSTRAINTS: Final locations for the figures should be coordinated with the MCRC and the Coast Guard.

MAINTENANCE CONSIDERATIONS: The mounting system for the figures should be designed to provide positive drainage from the base.

PARTNERSHIP AND FUNDING OPPORTUNITIES: The Makah Tribe was successful in applying for a FY 2006 enhancement grant to support the construction and installation of the welcome figures project.

Seal and Sail Rock Overlook

DESCRIPTION & PURPOSE: Seal and Sail rocks are interesting features, and the view to the rocks the strait is spectacular from this site. Juvenile gray whales feed around the rocks, and they are also popular sites for sea lions to rest and sun themselves out of the water. The seal and sail rock overlook is the reservation's front porch—a place for visitors to stop and prepare to enter a different place. It is a place to experience an interesting view, be introduced to Makah culture and history, and to begin the process of learning about the tribe's expectations for visiting Makah lands. Improvements to the pullout would enhance safety and ease of use for the site, add interpretive displays to tell the stories of seal and sail rock, and revise the visitor information sign currently at the site.

PROJECT ELEMENTS:

- Enlarged turnout and parking area with asphalt paving to reduce maintenance and enhance safety
- Developed viewpoint with interpretive displays and possibly a covered kiosk
- Redeveloped information sign
- Opportunity for Makah art integrated into site features

POTENTIAL CONSTRAINTS: Visitor information goals for this site are described in the communications section of the plan. The project is along the SR 112 portion of the byway, and is also included in the Strait of Juan de Fuca Scenic Byway corridor management plan. Plans for this site will need WSDOT review and approval, and may also require a right-of-way use permit. Site distance at this location is good, but may not meet standards.

MAINTENANCE CONSIDERATIONS: Visitor information goals for this site are described in the communications section of the plan. The project is along the SR 112 portion of the byway, and is also included in the Strait of Juan de Fuca Scenic Byway corridor management plan. Plans for this site will need WSDOT review and approval, and may also require a right-of-way use permit.

PARTNERSHIP AND FUNDING OPPORTUNITIES: The Strait of Juan de Fuca Scenic Byway group should be included in development discussions for this site, along with WSDOT. This site would be eligible for National Scenic Byway Discretionary Grant funding, as well as through the Federal Highways Enhancement Program.



Snow Creek Area

DESCRIPTION & PURPOSE: This location is the eastern edge of Makah Tribe ownership. For the past several years the tribe has maintained a sign welcoming visitors to Makah lands here, in a roadside area abandoned by WSDOT following a curve realignment project. Although there is room for parking in this location, sight distance is poor and it is probably not a safe place to encourage travelers to leave the roadway. The tribe has had difficulty maintaining a sign in this location due to frequent vandalism.

This location is important as a place marker for the tribe –reminding both locals and visitors that tribal ownership extends beyond “milepost 0” where SR 112 becomes Bayview Avenue, and the Strait of Juan de Fuca Scenic Byway becomes the Cape Flattery Tribal Scenic byway. However, because of the difficulties in allowing travelers to stop at this location and the distance between this location and public services on the reservation, this site doesn’t have much value for visitor information, and could serve to confuse visitors who expect opportunities for recreation or developed facilities to follow closely after a welcome sign.

PROJECT ELEMENTS: It may be appropriate to develop a lower-profile welcome sign in this location, with a simple message indicating that visitor services are available ahead.

MAINTENANCE CONSIDERATIONS: Unfortunately most vandalism to the sign is by gunshot, and there are few sign materials that can withstand a gunshot without significant damage. While it is appropriate to maintain a sign here indicating the beginning of Makah lands, the frequency of vandalism to signs in this location mean that visitors often pass the first announcement of their arrival in Makah country by seeing a sign full of bullet holes. This is not a positive first impression for visitors. The tribe may want to consider replacing the wood signs that have been used at this location with a sign material that can be more easily and cheaply replaced. High pressure laminate panels are inexpensive, and can be reproduced in multiple copies – allowing the tribe to maintain a small inventory of replacement signs that could be installed as soon as vandalism was noticed.

PARTNERSHIP AND FUNDING OPPORTUNITIES: The Strait of Juan de Fuca Scenic Byway group should be included in development discussions for this site, along with WSDOT. This site would be eligible for National Scenic Byway Discretionary Grant funding, as well as through the Federal Highways Enhancement Program.



The Snow Creek turn is the first official welcome to Makah lands



Although the small circulation road is relatively well-paved, entry and exit at the site is not safe due to limited sight distance along the highway.

Big Salmon Boat Ramp Uplands Improvements

DESCRIPTION & PURPOSE: Fishing openings are some of the busiest times in Neah Bay, as vehicles with trailers make their way over SR 112 to get their boats in the water and ready for an early morning departure. During a popular fish opening vehicles with trailers can queue for over ¼ mile, blocking westbound Bayview Avenue. As vehicles with trailers maneuver to the boat ramp, they also frequently use the roadway as part of their circulation, again blocking traffic. This project would improve the uplands approaches and circulation areas associated with the boat ramp to reduce conflicts with traffic on Bayview Avenue. One part of the project would construct a stacking lane on the north side of the byway leading to the main boat ramp, allowing several vehicles with trailers to line up without blocking traffic. A second part of the project would clarify circulation in the boat ramp area, restricting circulation onto Bayview for approaching the boat ramp, and if possible providing a wash down area for boats after they have been taken out of the water.



PROJECT PART I – STACKING LANE

BENEFITS: The project would benefit residents and visitors by reducing congestion in downtown Neah Bay, and reducing conflict between visitors and residents.

PROJECT ELEMENTS: The project would include grading and paving, re-striping, traffic barriers and signing.

POTENTIAL CONSTRAINTS: Space for an additional lane in this location is tight, but there should be room for a stacking lane with reduced design standards given the low speed of the roadway in this location. Informal pedestrian circulation on the north side of the street may be restricted, however sidewalks are provided on the south side of the street and are the preferred pedestrian location through this area. To reduce safety concerns outside of peak times for use of the boat ramp, the stacking lane should not be used for general parking.

PARTNERSHIP AND FUNDING OPPORTUNITIES: This site may be eligible for National Scenic Byway Discretionary Grant funding, as well as through the Federal Highways Enhancement Program. Ownership requirements need to be verified by the FHWA.



A stacking lane for the boat launch would begin at the driveway to the east of the Big Salmon building, then extend along the building and adjacent to the street as a widened shoulder. Utilities and the parking entry for Big Salmon would need to be realigned to provide room for the stacking lane. Space is limited to provide adequate room for a stacking lane here.

PROJECT PART 2– APPROACH AND EXIT IMPROVEMENTS

BENEFITS: The project would benefit residents and visitors by reducing congestion in downtown Neah Bay, and reducing conflict between visitors and residents.

PROJECT ELEMENTS: The project would include grading and paving, re-striping, traffic barriers and signing. Some existing boat ramp area features, including parking for Big Salmon, utility poles, and the cold storage facility may need to be relocated to other areas near the boat ramp to provide improved circulation.

POTENTIAL CONSTRAINTS: There appears to be adequate space to modify circulation in this area, however the project has not been engineered. Further study will be necessary to ensure that all of the necessary activities can be accommodated in the existing area.

PARTNERSHIP AND FUNDING OPPORTUNITIES: This site may be eligible for National Scenic Byway Discretionary Grant funding, as well as through the Federal Highways Enhancement Program. Ownership requirements need to be verified by the FHWA. Funding may also be available through the Interagency Commission for Outdoor Recreation’s Boating Facilities Program.



The upland approach and exit area for the Big Salmon boat ramp could be redesigned to reduce impacts to Bayview Avenue from vehicles with trailers maneuvering to use the ramp.

Spanish Fort Parking and Interpretive Site

DESCRIPTION & PURPOSE: The Spanish Fort and Makah Veteran’s Memorial Park is an interesting site for visitors, and tells the important story of Makah tribal members’ service in the U.S. military. As this site becomes more developed, it is likely that interest in the site will increase, along with parking demand.

PROJECT ELEMENTS: This project would provide parking for three to four cars near the fort site, along with a small overlook to the bay and interpretive signs describing the history of the Spanish fort. To avoid increasing traffic along Holden Creek Road, the parking would be designed to allow entry and exit to Bayview Avenue. Directional signing to assist visitors in locating the parking should be included in the project, and it may be appropriate to sign Holden Creek Road for local traffic only to discourage cut-through by visitors.

POTENTIAL CONSTRAINTS: The area available for parking near the fort site is limited, and is close to a stream. Like all sites near the shoreline, there is also the possibility that excavation in this area could disturb archeological sites.

PARTNERSHIP AND FUNDING OPPORTUNITIES: This site would be eligible for National Scenic Byway Discretionary Grant funding, as well as through the Federal Highways Enhancement Program. Project planning should be coordinated with the overall development of the park site, and the possible ongoing involvement of the Spanish government,



There are limited opportunities for parking at the Spanish fort/Veterans' Memorial Park site itself.

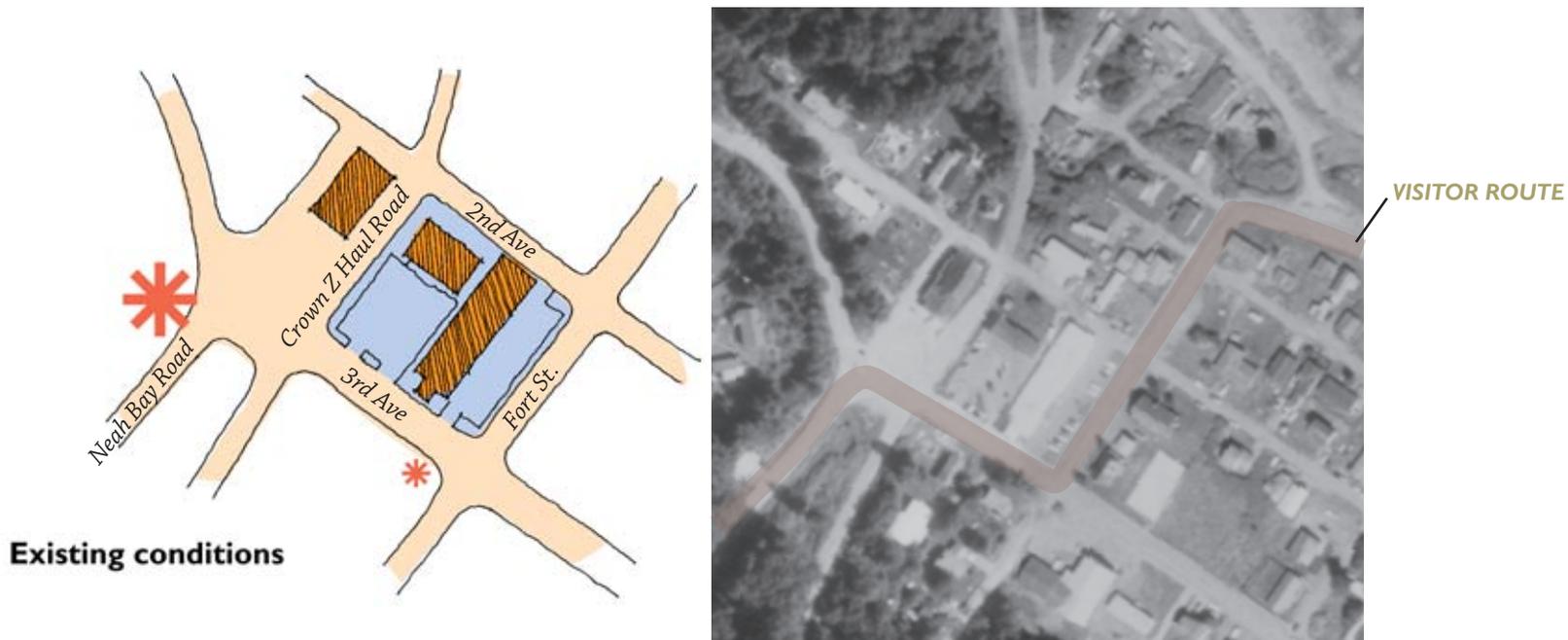


Parking for four or more vehicles could be developed across the street from the park, taking advantage of the view to the water. An interpretive display here could focus on Neah Bay's traditional role as a protected water entry to Makah lands, providing access for Makah, other native peoples, and the Spanish.

Intersection Improvements at 3rd Avenue with Fort Street & Neah Bay Road

DESCRIPTION & PURPOSE: Visitors often have trouble navigating the byway through the series of turns from Bayview Avenue, to Fort Street, to 3rd Avenue and then to Neah Bay Road. The turn to Neah Bay road near the Community Hall is most challenging, and many visitors mistakenly drive into residential areas, reducing residents' privacy and confusing travelers. An improved sign was installed at the intersection of 3rd Avenue and Neah Bay Road within the past few years, however even with this larger signs visitors report problems with finding their way through the intersection.

Improved maps for visitors and personal assistance from recreation pass salespeople will help to solve this problem, however physical improvements to the intersection also might be appropriate to reduce confusion and improve wayfinding along the byway. Options for clarifying the intersection range from simple sign improvements to more complex options including road reconstruction and changes in circulation/access at the intersection.





Looking up Fort Street to the turn at 3rd Avenue. Striping and a small sign to Cape Flattery help visitors navigate through the intersection. Coming back towards Neah Bay, visitors often miss the left turn here, and continue on 3rd Avenue.



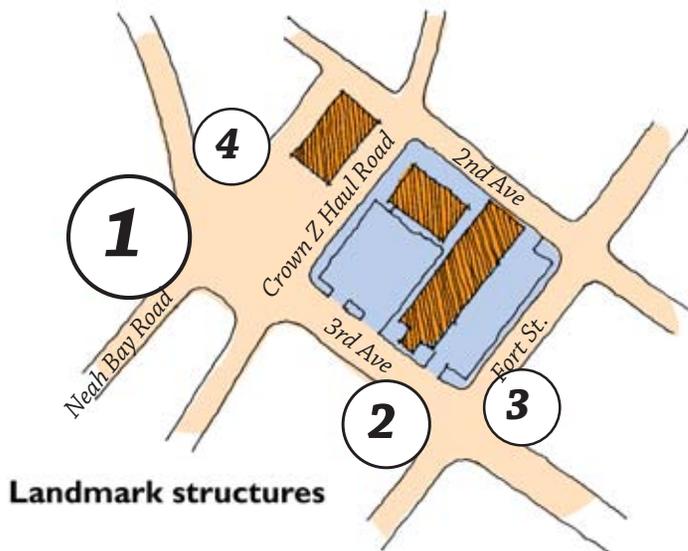
Looking along 3rd Avenue towards the turn at Neah Bay Road. Striping and the large sign suggest the correct turn, however many visitors are confused here and either go straight or turn to the right.

OPTION 1 – IMPROVE SIGNING

Travelers would benefit from increased signing at every decision point in the turn sequence, including the intersection of Bayview Avenue and Fort Street, Fort Street and 3rd Avenue, and the turn at Neah Bay Road near the community hall. To be most effective, signs should be improved for travelers going both directions, since many travelers also miss the turn from Neah Bay Road back onto Fort Street coming back into town.

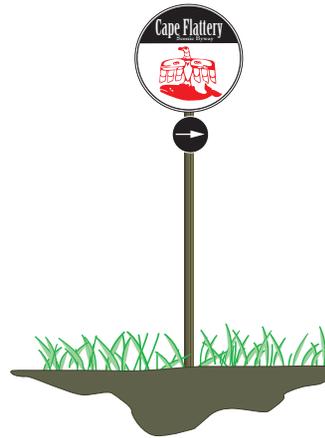
Most of the signs should follow the scenic byway wayfinding sign standard, however, the sign at the turn in Neah Bay Road near the community hall might be an appropriate location for a landmark sign that draws visitors' attention and pulls them into the turn.

Preferably, this sign would be large, visually prominent, and incorporate Makah art into the design to make it clear that it is a visitor-oriented sign. More significant structural changes to the intersection could also improve wayfinding, however improved signs should be considered with all options.

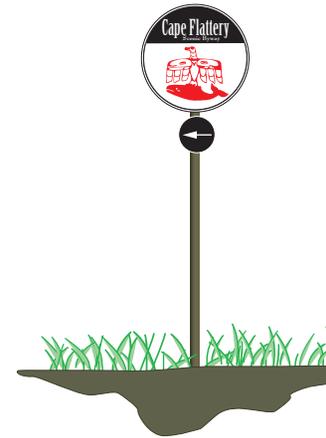




1 A large icon sign will catch visitors' attention and direct them through the turn. Simple messaging for the major attractions will be reinforced with other directional signs further down the road.



2 A standard scenic byway wayfinding sign replaces the current brown sign to Cape Flattery.



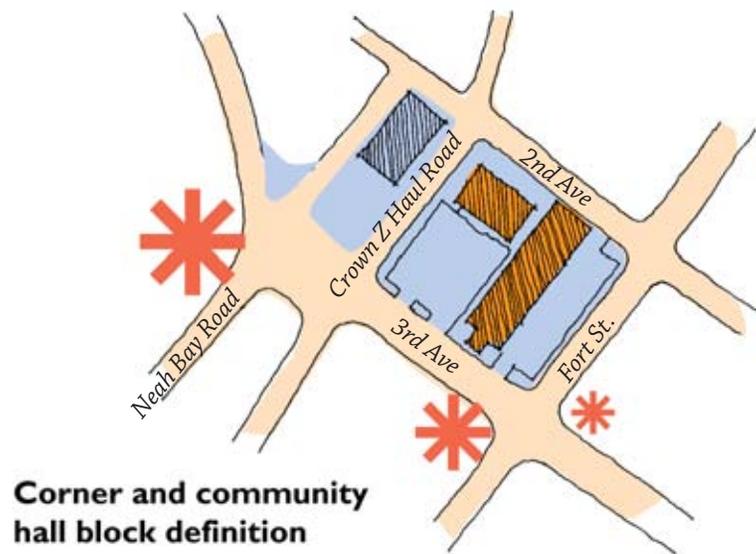
3 A new standard scenic byway wayfinding sign directs travelers back onto Fort Street from 3rd Avenue.



4 A new residential area sign clearly communicates that the road up the hill is not for visitors.

OPTION 2 – DEFINE EDGES OF COMMUNITY HALL PARKING AREA

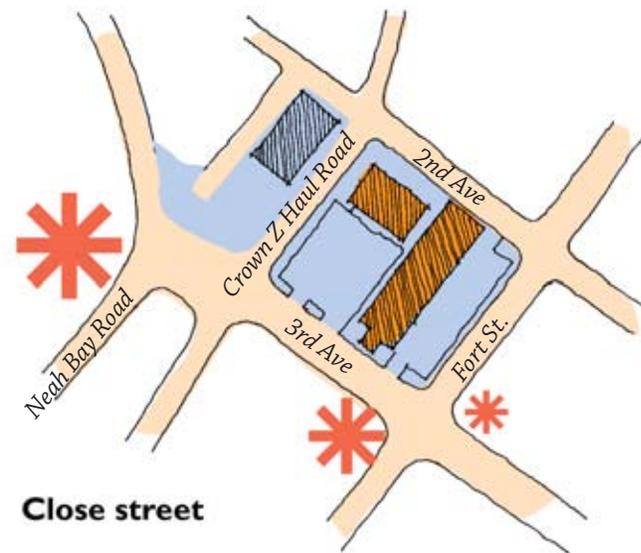
Because the community hall parking area opens directly to the Crown Z haul road, 3rd Avenue, and the small street to the west of the hall, the street area is poorly defined, and visitors don't have many of the typical cues that they use to make wayfinding decisions. This option would use curbing, railings, or other elements to define the edges of the community hall parking area. Although this option might interfere with some current use of the community hall parking area, it should be a minor impact and would have the benefit of increasing safety at the intersection for local residents and visitors.



OPTION 3 – DEFINE THE EDGES OF THE COMMUNITY HALL PARKING AREA AND CLOSE THE SMALL STREET TO THE WEST OF THE COMMUNITY HALL

The small street to the west of the community hall is convenient for local residents, but makes it difficult to develop the intersection of 3rd Avenue and Neah Bay Road as a standard intersection. This option would define the parking area for the community hall as described above, and also close the small road to the west, making it a dedicated access road for the community hall.

This option would be most effective in reducing confusion for visitors at the intersection, however it would also have the most impact on local circulation and traffic.



Wa'atch River Bird Watching Pullouts

DESCRIPTION & PURPOSE: The Wa'atch river is one of the best, and most accessible, bird watching locations on Makah lands. Egrets, eagles, hawks and a variety of other birds use the area for resting, feeding or nesting. Often, visitors stopping to view birds block the roadway, creating a safety problem. This project would enlarge and improve parking along the shoulder in this part of the byway, providing a safer location for visitors to leave the roadway and park.

PROJECT ELEMENTS: The proposed project would provide improved shoulders in several locations along nearly the entire length of the roadway where it is adjacent to the Wa'atch, recognizing that birds often change locations and visitors often park immediately in response to seeing a bird, rather than planning ahead of time.

POTENTIAL CONSTRAINTS: Because of the limited space next to the roadway in this area, improved shoulders will allow travelers to park outside the travel lane, but will not provide enough space to park outside of the clear zone. Heavy use of these parking locations could result in some increased congestion and decreased safety, however it should be an improvement over current conditions, where stopped cars often encroach into the travel lane.

PARTNERSHIP AND FUNDING OPPORTUNITIES: This project would be eligible for National Scenic Byway Discretionary Grant funding, and Federal Highways Enhancement Program funding.





A series of turnouts along the roadway will allow visitors to park in good locations for birding, while not requiring paving of the entire length of the shoulder to pullout width. A narrower continuous widened shoulder will be provided for bicycles and pedestrians.

Sewage Treatment and Rock Quarry Screening

DESCRIPTION & PURPOSE: The sewage treatment plant and rock quarry operations are important facilities for the well-being of residents, but detract from the scenery along the byway. Additional screening of these facilities would help to reduce their visual impact without affecting operations.

PROJECT ELEMENTS: The project includes vegetation of the lagoon berms and roadside with native plants in a naturalistic pattern. Ground covers and shrubs such as salal, ferns, Oregon grape, red-flowering currant, and others are appropriate for planting here, and will help the facilities blend in with the surrounding landscape. Another opportunity to reduce the visual impact of the site is to repaint the buildings in an earth tone or other darker color.

POTENTIAL CONSTRAINTS: Large trees may not be appropriate for planting.

PARTNERSHIP AND FUNDING OPPORTUNITIES: This project would be eligible for National Scenic Byway Discretionary Grant funding, as well as through the Federal Highways Enhancement Program.



This view of the current conditions at the treatment plant shows how prominent the fence and lagoon berm appear from the byway. A visual simulation of plantings and repainting the facilities buildings shows how the facility can be less obtrusive to the traveler.

Ocean Beach Access and Day Use Parking



DESCRIPTION & PURPOSE: When visitors come to the coast, they want to be able to walk on the beach, touch the water and play in the sand. Hobuck and Soo'es beaches both have opportunities for easy access from the byway, but have no developed parking or access paths for day use visitors. As described in a different section, residents who participated in the planning process supported increased use of Hobuck Beach, however they had some concerns about allowing visitor use of Soo'es beach. Increased use of either beach without improved visitor information and designated parking areas is likely to cause increased conflict between visitors and residents through inadvertent trespass and use of overnight parking for cabin/camping guests by day users.

PROJECT ELEMENTS: Parking should be developed for 6-10 cars at Hobuck Beach and 4-6 cars at Soo'es Beach if the tribe chooses to open Soo'es for visitors. Clear signing between the parking areas and the byway should also be included in the project.

POTENTIAL CONSTRAINTS: There may be room for designated day use parking near the cabins on Hobuck Beach. Access to Soo'es Beach is limited by individual ownerships along the road. Parking and access at Soo'es may require acquisition of land or an easement.

PARTNERSHIP AND FUNDING OPPORTUNITIES: This site would be eligible for National Scenic Byway Discretionary Grant funding, as well as through the Federal Highways Enhancement Program.



There may be room near the existing camping area to provide day use beach parking for Hobuck Beach. Limited Makah Tribe ownership where the byway is near Soo'es beach makes it more difficult to provide visitor access there. Many residents suggested that visitor use should be limited to Hobuck Beach, with Soo'es Beach maintained for Makah use.

Cape Flattery Road Rock Quarry Area Viewpoint And Parking

DESCRIPTION & PURPOSE: One of the best views from the road to Cape Flattery is located near the old rock quarry, providing an unobstructed view south over Soo'es beach and Anderson Point to Point of Arches. Although the road is constrained in this location by steep slopes to the south and a rock outcrop to the north, there should be room to develop a viewpoint pullout here to accommodate one or two vehicles. Additional parking could be developed in the rock quarry, with pedestrian access to the viewpoint.

PROJECT ELEMENTS: The project would include minor grading, paving, and the development of a barrier railing at the viewpoint. The parking area at the viewpoint would likely be small, accommodating one or two passenger vehicles or one recreational vehicle. Additional parking could be developed in the quarry area, coordinated with some cleanup and access control.

POTENTIAL CONSTRAINTS: The viewpoint area is small, and adjacent to a steep slope. Engineering review will be necessary for final design and feasibility analysis. Sight distance is somewhat limited. Signing for the viewpoint should be for southbound vehicles only.

PARTNERSHIP AND FUNDING OPPORTUNITIES: This project would be eligible for National Scenic Byway Discretionary Grant funding, and Federal Highways Enhancement Program funding.





THE CAPE FLATTERY SCENIC BYWAY *Corridor Management Plan*