



Economic Development and Diversification: Tribally-Owned Non-Gaming Hotels – 2016

by Matthew S. Robinson

As of July 1, 2016, there were 46 non-gaming tribally-owned hotels in thirteen different states and the District of Columbia. Combined, these properties have an estimated 7,000 rooms and almost 500,000 sq. ft. of meeting space. This information is presented in the table on the following page.

These hotel properties have been acquired in a variety of ways. In some cases, tribes owned and operated hotel properties prior to gaming, or they are existing hotels purchased by individual tribes. In other cases, they are new built properties by individual tribes. In several cases, groups of Indian tribes have formed consortiums to develop hotel properties. In all cases, non-gaming hotels have enabled tribes to diversify their economies both on and off the reservation. The following are some examples.

The Confederated Tribes of Warm Springs in Oregon has owned and operated its successful 170-unit Ka-Nee-Ta Resort & Spa for decades, years before gaming came to the reservation.

The 56-unit Quality Inn Navajo Nation Capital in Window Rock, AZ (formerly the Navajo Nation Inn) was owned and operated by the Navajo Nation Hospitality Enterprise of the Navajo Nation, even before gaming. The same is true with the 353-unit Radisson Hotel & Conference Center Green Bay owned by the Oneida Nation of Wisconsin, which developed and operated the property before any gaming development at the location.

The Mille Lacs Band of Ojibwe, through its Mille Lacs Corporate Ventures, has acquired and operates three hotel properties in the Twin Cities, two resorts in greater Minnesota and even an all-suite hotel property in Oklahoma City. In addition to purchasing the properties, the Mille Lacs Band has re-invested millions in the improvement and renovation of its properties - most notably of which is the InterContinental Saint Paul Riverfront Hotel. Purchased in 2013, the Crowne Plaza Riverfront was completely renovated and upgraded and opened in October 2015 as the InterContinental Saint Paul Riverfront – the first InterContinental property in the region.

In addition to purchasing and completely renovating the historic U.S. Grant Hotel in San Diego, the Sycuan Band of the Kumeyaay Nation became partners with MRW Group and Latino Builders to form the Marina Gateway Company, which developed a 173-room Best Western Plus hotel, restaurant and commercial building to revitalize the National City waterfront from industrial to recreational and retail. The Salt River Pima-Maricopa Indian Community built, own and operate its 153-unit Courtyard by Marriott Scottsdale Salt River. In addition, the Shakopee Mdewakanton Sioux Community recently completed construction of its 342-unit JW Marriott Minneapolis Mall of America property.

Four Fires, a consortium of the Oneida Nation of Wisconsin, San Manuel Band of Mission Indians, Viejas Band of Kumeyaay Indians and Forest County Potawatomi Community developed and own the 202-unit Residence Inn Downtown Washington D.C. Similarly, Three Fires, a consortium of the Oneida Nation of Wisconsin, San Manuel Band of Mission Indians and the Viejas Band of Kumeyaay Indians developed and own the 239-unit Residence Inn Sacramento at Capitol Park in California. Perhaps most noteworthy with respect to tribal consortiums, all 19 Pueblos of New Mexico developed and own the 108-unit Holiday Inn Express & Suites Albuquerque Historic Old Town, located immediately across the street from the Indian Pueblo Cultural Center.

With respect to quality, the tribally-owned non-gaming hotels range in quality from small inns to first class destination properties. The Automobile Association of America (AAA) utilizes a diamond rating with one being the lowest and five

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Tribally-Owned Non-Gaming Hotels (As of July 1, 2016)

Name	Owner	Location	Rooms	Function Space (s.f.)	AAA-Diamond Rating
Muskogee Inn	Poarch Creek Band of Creek Indians	Atmore, AL	88	NA	not reviewed
Sheraton Wild Horse Pass Resort & Spa (Starwood)	Gila River Indian Community	Chandler, AZ	500	100,000	****
Poco Diablo Resort - Sedona	Fort McDowell Yavapai Nation	Sedona, AZ	137	8,500	***
Quality Inn Navajo Nation	Navajo Nation	Tuba City, AZ	80	NA	**
Quality Inn Navajo Nation Capital	Navajo Nation	Window Rock, AZ	56	NA	***
Quality Inn Lake Powell	Navajo Nation	Page, AZ	130	NA	not reviewed
Courtyard Scottsdale Salt River	Salt River Pima-Maricopa Indian Community	Scottsdale, AZ	153	5,375	***
Sunrise Park Resort	White Mountain Apache Tribe	Greer, AZ	96	1,800	not reviewed
Hilton Garden Inn	Redding Rancheria	Redding, CA	94	225	***
Golden Oaks Motel	Round Valley Indian Tribes	Covelto, CA	17	NA	not reviewed
Hampton Inn & Suites (San Manuel Village)	San Manuel Band of Mission Indians	Highland, CA	110	NA	***
Hotel Corque	Santa Ynez Band of Chumash Indians	Solvang, CA	194	7,500	****
The US Grant, A Luxury Collection Hotel (Starwood)	Sycuan Band of the Kumeyaay Nation	San Diego, CA	270	33,000	****
Sycuan Golf & Tennis Resort	Sycuan Band of the Kumeyaay Nation	El Cajon, CA	100	5,000	***
Best Western Plus (Marina Gateway Plaza)	Sycuan Band of the Kumeyaay Nation	National City, CA	172	2,250	***
Sequoia Inn	Tachi-Yokut Tribe	Hanford, CA	56	NA	**
Seascape House	Trinidad Rancheria	Trinidad, CA	3	NA	not reviewed
Meeks Bay Resort & Marina	Washoe Tribe of Nevada and California	Meeks Bay, CA	31	NA	not reviewed
The Spa at Norwich Inn	Mashantucket Pequot Tribal Nation	Norwich, CT	104	8,000	***
Grand Traverse Resort and Spa	Grand Traverse Band of Ottawa & Chippewa Indians	Acme, MI	426	86,500	not reviewed
Soaring Eagle Waterpark and Hotel	Saginaw Chippewa Indian Tribe of Michigan	Mount Pleasant, MI	243	NA	not reviewed
Hollow Rock Resort	Grand Portage Band of Lake Superior Chippewa	Grand Portage, MN	7	NA	not reviewed
InterContinental Saint Paul Riverfront Hotel	Mille Lacs Band of Ojibwe	Saint Paul, MN	410	48,000	****
DoubleTree by Hilton	Mille Lacs Band of Ojibwe	Saint Paul, MN	251	12,000	***
Eddy's Resort on Lake Mille Lacs	Mille Lacs Band of Ojibwe	Onamia, MN	69	1,760	not reviewed
DoubleTree Minneapolis Park Place	Mille Lacs Band of Ojibwe	St. Louis Park, MN	297	26,000	***
Embassy Suites	Mille Lacs Band of Ojibwe	Oklahoma City, OK	236	12,000	***
Big Sandy Lodge & Resort	Mille Lacs Band of Ojibwe	McGregor, MN	39	NA	not reviewed
JW Marriott Minneapolis Mall of America	Shakopee Mdewakanton Sioux Community	Minneapolis, MN	342	19,500	****
Dancing Rabbit Inn (formerly Hilton Garden Inn Choctaw)	Mississippi Choctaw	Philadelphia, MS	140	2,500	not reviewed
Lodge and Ranch at Chama	Jicarilla Apache Nation	Chama, NM	18	500	not reviewed
Hyatt Regency Tamaya Resort & Spa	Pueblo of Santa Ana	Bernalillo, NM	350	27,000	****
Salmon Acres Lodge	Oneida Indian Nation of New York	Pulaski, NY	9	NA	not reviewed
Chickasaw Retreat and Conference Center	Chickasaw Nation	Sulphur, OK	43	7,050	not reviewed
Kah-Nee-Ta Resort and Spa	Confederated Tribes of Warm Springs	Warm Springs, OR	170	15,000	not reviewed
Great Wolf Lodge	The Chehalis Tribe	Grand Mound, WA	398	15,500	***
Salish Lodge & Spa	Muckleshoot Indian Tribe	Snoqualmie, WA	84	7,500	****
Quinault Sweet Grass Hotel	Quinault Indian Nation	Ocean Shores, WA	54	NA	not reviewed
Tradewinds at the Bay	Shoalwater Bay Tribe	Tokeland, WA	17	NA	not reviewed
The Waterfront at Potlatch Resort	Skokomish Tribe	Potlatch, WA	8	NA	not reviewed
Glen Ayr Hood Canal Waterfront Resort	Skokomish Tribe	Hoodsport, WA	16	NA	not reviewed
Raddison Hotel & Conference Center Green Bay	Oneida Nation of Wisconsin	Green Bay, WI	353	30,000	***
Wingate by Wyndham Green Bay/Airport	Oneida Nation of Wisconsin	Green Bay, WI	80	900	***
Residence Inn Downtown Washington D.C.	Four Fires*	Washington D.C.	202	1,188	***
Residence Inn Sacramento at Capitol Park	Three Fires**	Sacramento, CA	239	1,395	***
Holiday Inn Express & Suites Albuquerque Historic Old Town	All 19 of New Mexico's Pueblos	Albuquerque, NM	108	500	***
Total	46 Properties		7,000	486,443	

* Consortium of the Oneida Nation of Wisconsin, San Manuel Band of Mission Indians, Viejas Band of Kumeyaay Indians and Forest County Potawatomi Community
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Source: KlasRobinson Q.E.D.

being the highest. Of the 46 non-gaming hotel properties owned by gaming tribes, 26 have been reviewed by AAA of which seven are four-diamond properties, seventeen are three-diamond properties and two are two-diamond properties with an overall average rating of 3.2 diamonds.

As previously discussed, non-gaming hotels have enabled tribes to diversify their economies both on and off the reservation. The business of gaming is hospitality. The business of hotels is hospitality. Instead of a gaming tribe diving into uncharted waters in the name of economic development and diversification, bombarded on a daily basis with a myriad of “can’t lose” business opportunities with which the tribe has zero experience in the ownership and/or operation of – “do what you know.” Hospitality, hospitality, hospitality.

In addition to hotels, there are a variety of other businesses with which a gaming tribe can “internalize the externalities” (i.e. lateral purchases of goods and services enterprises). These successfully, depending on the tribe, have included food and beverage products, advertising, marketing, promotion and printing companies, travel agencies, construction, development and consulting firms, and banking and financial institutions. ♣

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