

Northeast Arizona Plan for Community and Economic Development

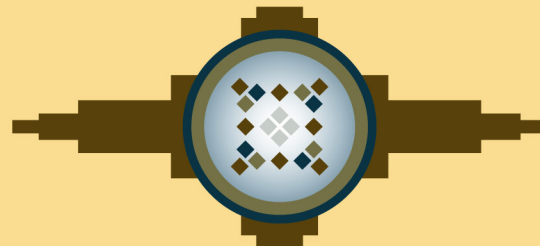


Featuring Local Plans for

Chinle
Fort Defiance
Ganado
Many Farms

Sipaulovi
Springerville
St. Johns

Upper Moenkopi Village
White Mountain Apache Tribe
Winslow



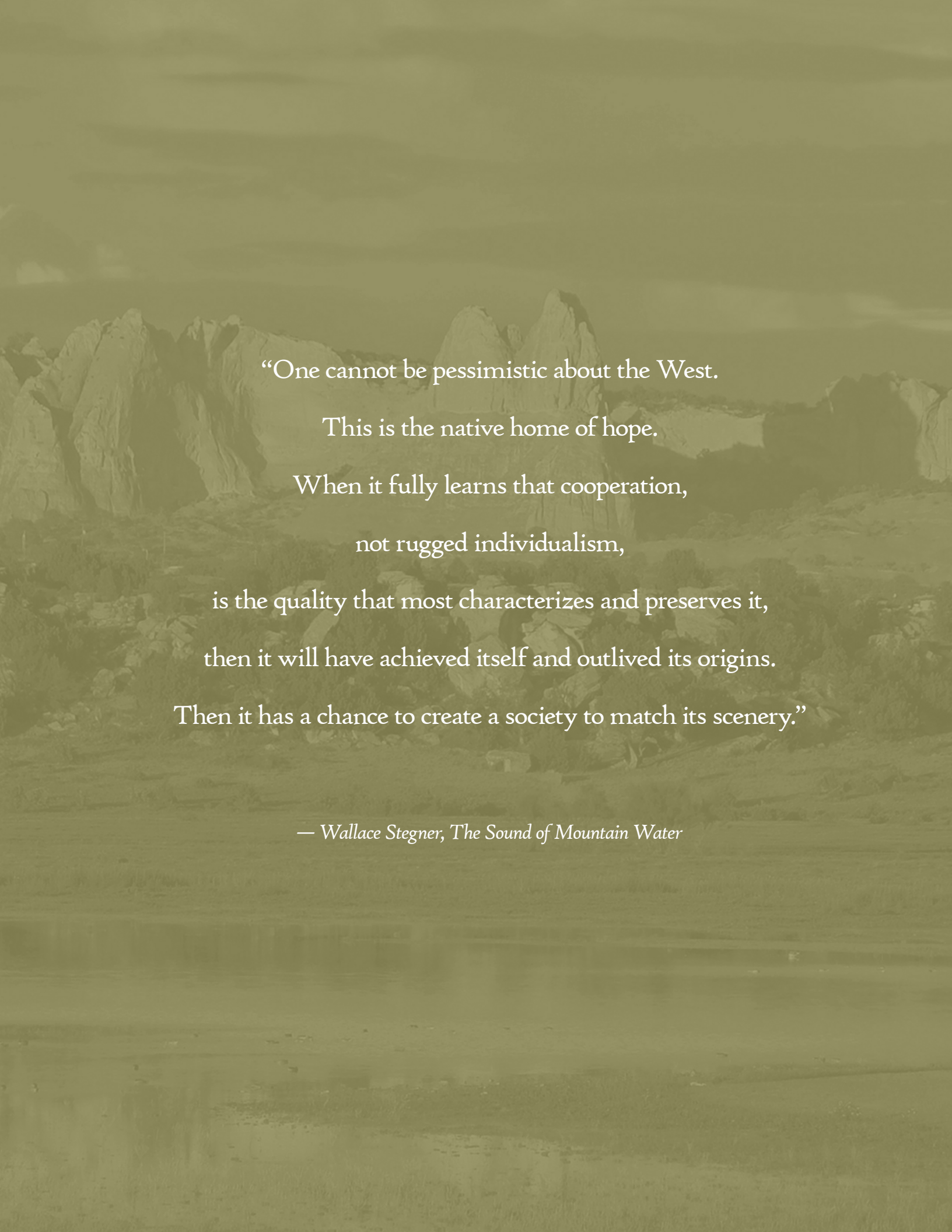
NORTHEAST ARIZONA
ECONOMIC DEVELOPMENT PLANNING GROUP

Prepared for Economic Development for Apache County

Prepared by Building Communities, Inc.

FINAL - February 2014





“One cannot be pessimistic about the West.
This is the native home of hope.
When it fully learns that cooperation,
not rugged individualism,
is the quality that most characterizes and preserves it,
then it will have achieved itself and outlived its origins.
Then it has a chance to create a society to match its scenery.”

— Wallace Stegner, *The Sound of Mountain Water*

Welcome, and thank you for sharing our vision for our future.



ENGLISH

Over the past two years, we have been meeting together to plan a better future for our people. We know this can only be done by putting past differences behind us, envisioning the future we want, putting a plan in place and then implementing it.

The Northeast Arizona Plan for Community and Economic Development is the result of our efforts. Now the work begins.

We now have a road map for creating better economic conditions and a higher quality of life. Now we must use this road map for our journey to a better future for ourselves, our children and future generations of our people.

NAVAJO

Naaki nááhai ahíneíikai dóó nidahwiit'áago, hait'ao lá nihi Diné yá'at'ééhgo náás náánákah hwiinizingo baa' álah néiidleehgo nahashzhiiizh. Kódóó nihi nahat'á t'áálá'í bee náás náánéikah dooleelígíí ívisíí nihi Dine'e bá nizin. Áko kódóó éí náásgo binida'doonishígíí dóó bee la' dahodooníligíí hazhó'ó baa nitséháskeezgo nihi nahat'a'ígíí nizhónigo la' dadooníil hwiinzin.

Díí Arizona Plan for Community Economic Development bee wójígíí éí kódóó vinaashgoéí kódóó k'ad éí díí bida' deezhnish dooleel.

K'ad éí kódóó atiin nahalingo nihi nahat'a'ígíí hazhó'ó hasht'eilnee doo, bee binida'doo nishígíí dóó bee da'ínishdoógíí bineiilnish doo, háálá díí éí Diné niidlíinii náás go bee yá'at'ééhgo ninil haz'aa doo. Díí bee siidiniizingo niha'alchíníí vee náás náánákah dooleelígíí íyísíí bá nizingo ádíí ní!

HOPI

Hopi Senom, Eedum yep louk (2) yasakuai un qots vul ya Edah Potsquani owh we. Eedum sosoyum sumenakwait ouk it ow yu gu yah. Eh Eda kawtsi ow lolmat aloingdane. Ehape edah Podahvi.

Bahana lavayiat et Northeast Arizona Plan for Community and Economic Development yun matsiwah.

Et edum owh enoung dat vah soin ga lolmat yasiew vaneh.

Qkawk hai, Edum ohvi, halai eunakwat ouk Ehdagumuy, Ehdanamuy, Edadimuy, ah mugem ghai nanawaknani.

APACHE

Ha'aaannndah ka'i aaasnóóg Ladidę nohwi natsí kees dasas goLdoyú. Nakih Łegodzaana' na' Łannnkaini' nŁt'ée go agoLde'hii ndee baa.

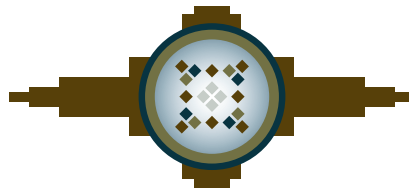
Bi daagonLzıh dii K'ehgo zhą aLde'. Bich'i nagoyaahi K'ihzhı ánnnn Le' nohwi dasyú sine' nnnnt'ee.

Áí Northeast yú Arizona Plan community ba' łá'i Economic áí bighą díí aLzaago bizhi' ba' aLzaa. Nadaah iziig K'adi Intin nŁt'ée go nohwa agoLzaa' bii bojwi zhaaLi nŁt'ée go nagodLe' ka' nkt'ée go anohwi sı' doLeeL.

K'adi dii intinnii biK'eh daasiKad nohwa gozhóóyú nohwi chaghashe Ła'i chaghashe nohwi Ke' naseeŁhiii baa.

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NORTHEAST ARIZONA ECONOMIC DEVELOPMENT PLANNING GROUP

LETTER FROM THE CHAIRMAN

September 2013

To All Interested Parties:

Three years ago, the people of our region set out on a new journey. For the first time ever, people from Apache County, Navajo County, Navajo Nation, Hopi and the White Mountain Apache Tribe were in a room together. That room happened to be in Boston. We were discovering what we should have known all along: we need to work together to overcome the challenging conditions and address the issues that have caused our region to become one of the poorest in America.

This plan is the result of our efforts. Yet this plan is not an ending point, but rather the beginning of more regional cooperation and a better future.

There are three very important things we need to keep in mind as we move forward.

First, we must think regionally and act locally. This regional plan is our overall direction. Our local plan implementation is where the projects will be built, jobs created and our overall quality of life improved.

Second, we must remember that our region is integrated economically. While every city, town, county, chapter, tribe and village has its distinct identity, possibilities and strategies, we are interdependent and bound together so we must act collaboratively.

Finally, we need to contribute to each other's success. Strategies such as Value-added Forest Products and Tourism Development cross all of our boundaries. Wise forest management in one location benefits mills in other towns. Investments in ski resorts benefit business owners miles away.

Coming together has been very challenging. But anyone who knows the history of our region knows this is not new for us. Bringing a new era of cooperation and collaboration has come with a price. Implementing this plan will make it all worthwhile.

Joe Waters, Chairman
Northeast Arizona Economic Development Planning Group

HISTORY AND IMPORTANCE OF THE PROJECT

From the very beginning, this plan had the potential to have a positive impact of historic proportions.

Rural America is out of sight of most national decision makers. Northeast Arizona is out of sight of most state decision makers. Tribal America is out of sight of almost all decision makers. Even an Internet search for Forgotten People will bring you to northeast Arizona.

The lives of the Navajo count. The lives of Hopi count. The lives of the White Mountain Apache count. The lives of all of the people of Apache and Navajo Counties count.

But for too many years, the decisions affecting the lives of these people did not consider them. They were left on their own. Yes, they have the same desires for life, liberty and the pursuit of happiness. But there is power in numbers. And the numbers favor nearly everyone else.

Then, along comes a program carefully designed to reach out to the “traditionally marginalized.” The United States government, a government that has a history of marginalizing Native Americans, was advancing a program that asks: “How can we help you?”



Original construction of the Ft. Defiance Hospital

And thus the planning began. The project got off to a good start. People showed up. A sense shared by some was that something historic was at hand. A long-term plan inclusive of the dreams and desires of both Native and non-Native Americans was being built.

Then, the second meeting was held. More people showed up. But these newcomers to the process were there to protest the planning effort. There must be an ulterior motive. The federal government must be seeking to overtake the very people it serves. The planning must stop.

The people who sought the grant funding never saw this coming. For them, it was simply about bringing resources to the very people who needed it the most--people who want a better life, people who are willing to give of their time to create a better life, people who have hope someone will help if only they themselves begin to work together. Maybe they were not the Forgotten People.

Some communities dropped out of the process. While the benefits of planning together were already apparent, the constant challenge of defending their original intent was too much of a burden.

One effect of the constant challenge was that fewer non-Native American communities participated, and more Native American communities built their own plan for their future. In the end, eight of the plans were on the Navajo, Hopi and WMAT reservations. Only four were developed for non-Native incorporated communities.

Through it all, this plan does exactly what its original intent was: to bring the needs and aspirations of the people into sight. More people ended up participating in the process than ever envisioned. More tribal communities participated than ever expected. More attention was brought to the Forgotten People than was ever dreamed of.

From the very beginning, this plan had the potential to have a positive impact of historic proportions. It still does.



Planning takes a long-term view. People have lived in the traditional way at Canyon de Chelly for more than 1000 years.

ACKNOWLEDGEMENTS

The development of this regional plan began with the inspiration and leadership of a local non-profit corporation, Economic Development for Apache County (EDAC), in the summer of 2010. EDAC was looking for a way to bolster community and economic development efforts, while building stronger relationships with Navajo County and three American Indian tribes: Navajo Nation, White Mountain Apache Tribe and Hopi Reservation.

Simultaneously, a new partnership was being established which became known as the Partnership for Sustainable Communities, an interagency partnership that includes the U.S. Housing and Urban Development (HUD), the U.S. Department of Transportation (DOT) and the U.S. Environmental Protection Agency (EPA). That partnership was developing a new grant program, the Sustainable Communities Regional Planning Grant program.

EDAC contacted Building Communities to develop a proposal to HUD to fund such a regional effort focused upon community and economic development goals. Brian Cole and Karalea Cox of Building Communities provided planning support and leadership throughout the process.

The bulk of the work was performed by over 120 Steering Committee members from the 11 communities that completed Plan Week, plus the more than 300 attendees of the August 2102 Navajo Nation Building Summit. Each of these Steering Committee members is listed on their respective “pages” in this Regional Plan. The local Steering Committees were led by a local Plan Director, listed in the table, as well as on their respective “pages” in this plan.

An army of community members and volunteers attended the various planning events throughout the region. In total, it is estimated over 600 individuals gave of their time and talent to contribute to local plans and to this Regional Plan. EDAC estimates this represents over 13,000 person-hours.

In many instances, local elected leaders from town, city and tribal councils stepped up and contributed to this overall effort. People that donated their time and talent as translators were especially appreciated.

Apache County, led by the Apache County Board of Supervisors, served both as the applicant and the fiscal agent for the project. Steady support was offered by County Supervisor Delwin Wengert. Administrative and fiscal support at Apache County

LOCAL PLAN DIRECTORS	
Community	Plan Director
Chinle	Karen Bennally
Fort Defiance	Clarice Upshaw
Ganado	Teresa Gorman Harriett Tracy
Many Farms	Eddie J. Arthur
Sipaulovi	Bonnie Secakuku
Springerville	Chris Chiesl Steve West
St. Johns	Paul Ramsey
Upper Moenkopi Village	Eddie Calnimpewa
White Mountain Apache Tribe	Joe Waters Christine Holden
Winslow	Paul Ferris

was provided by Ryan Patterson. Hank Rogers, Director of Economic Development for Apache County, was the original supporter of the project. Chris Chiesl provided strong support during the application, organization and planning phases of the planning project.



Project Manager Linda Haynes setting up for registration at the Navajo Nation Building Summit

The most well-attended event of the entire effort was the Navajo Nation Building Summit. The Summit was supported by Ray Nopah of Navajo Nation Economic Development and led by Tribal Delegate Katherine Benally.

HUD's Senior Policy Advisor, Dwayne Marsh, provided constant support and advice throughout the planning process. In addition, Sarah Olson, Region IX Sustainability Officer for HUD, provided valuable advice and connections.

HUD also offered support through its Capacity Building Intermediary service. Through this service, Eileen Piekarz of the Rural Community Assistance Corporation provided technical and administrative support.

Jay Young and the Southwest Fair Housing Council answered the call late in the planning effort to meet the need to complete the Fair Housing Equity Assessment.

Finally, and most significant, the very heart of the planning project is Linda Haynes. In her role with EDAC, Linda not only performed the Project Director role for the latter half of the project, but she became the heart and soul of the effort, which is intended to create better communities throughout the region. Linda was supported by office staff in performing day-to-day administrative duties.



The work that provided the basis for this publication was supported by funding under an award with the U.S. Department of Housing and Urban Development. The substance and findings of the work are dedicated to the public. The author and publisher are solely responsible for the accuracy of the statements and interpretations contained in this publication. Such interpretations do not necessarily reflect the views of the Government.

EXECUTIVE SUMMARY

The Northeast Arizona Plan for Community and Economic Development presents the findings and recommendations of a planning process that started in January 2011. It was coordinated by Economic Development for Apache County and funded by U.S. Housing and Urban Development (HUD).

Plan Purpose

- To develop locally based community and economic development plans and then to identify regional issues and strategies to benefit the economy and improve overall quality of life
- To create and mobilize local action teams to implement the plans

Funding Sources and Uses

- HUD announced a grant award to Apache County, Arizona of \$820,500 on October 14, 2010
- Funding was used to:
 - Support the administration of the project (\$279,455 to EDAC)
 - Conduct the planning process (\$278,342 to Building Communities)
 - Help implement local projects and priorities (\$152,940 to participating communities)
 - Complete a housing analysis (\$27,060 to Southwest Fair Housing Council)
 - Support other contractors (\$19,595 for accounting, legal, website development)
 - Provide for travel, supplies and materials (\$63,108 to EDAC)

Local Leadership and Management

- Apache County served as the fiscal agent for the grant
- Economic Development for Apache County (EDAC), a non-profit corporation, served as the project manager
- A Planning Group Board, sometimes referred to as the Consortium, provided high-level oversight and direction
- All 11 local plans and the Navajo Nation Building Summit were led by a local Planning Director
- Every local plan had an 8-20 member Steering Committee that determined the recommendations in their local plan

- Over 600 people participated in Planning Group events and sessions

Eleven Cities/Towns/Tribes/Chapters Participated

- The participating communities are:

Chinle	Many Farms	Sipaulovi
Ganado	St. Johns	Upper Moenkopi Village
Springerville	Winslow	
White Mountain Apache Tribe	Ft. Defiance	

- Additionally, the Navajo Nation Building Summit was a key part of the planning process

Planning Philosophy and Methodology

- HUD allows and encourages regions to determine their top needs and to design a planning process that meets these needs
- EDAC determined that the top regional need was community and economic development
- EDAC selected Building Communities, Inc. to lead the planning process because of the company's expertise in rural community and economic development strategic planning
- Building Communities believes that regional plans are most relevant and effective if they are grounded in local priorities
- Building Communities offers a seven-session, 14-hour Plan Week process that helps community leaders determine and enact their top community and economic development priorities
- The regional plan is built upon these priorities of the local plans
- HUD requested that the plan include a Fair Housing and Equity Assessment (FHEA) study that assesses baseline conditions of fair housing and people's access to economic opportunity in their communities

Plan Contents

- The local community plans each include:
 - A listing and description of community-selected strategies and initiatives
 - Recommendations on implementation capacity and priorities
 - Plan Implementation Workbooks to guide effective implementation
- This regional plan also includes:
 - An overview of the Navajo Nation Building Summit as a 41-page companion document to this regional plan
 - Subregional analysis for
 - Tribal Communities
 - Incorporated Communities

- Ski-resort Communities
- Highway 264 Corridor Communities
- Recommendations for regional plan Implementation
 - Establish Regional Capacity to Implement Projects and Initiatives
 - Enhance Local Community and Economic Development Staffing
 - Implement the Navajo Nation Building Summit Report
 - Establish Tribal Non-profit Development Corporation Structures
 - Collaborate on Regional Tourism Development and Promotion
 - Take Proactive Strides to Work Together
 - Implement the Local Plans with Continued Support from HUD and BIA
- Four recommended regional strategies with hypothetical descriptions of potential benefits
- Internet links for implementation resources
- Glossary of Terms

Next Steps

Although this regional plan document fulfills Apache County’s commitment to HUD for this planning process, HUD and the participating communities strongly desire to see the recommendations and action steps of this planning process implemented.

Building Communities advances what it refers to as the Four Stages of Civic Condition model, which identifies four essential elements for successful strategic plan implementation:

- Civic Condition--the will of the community to move forward
- Civic Capacity--the ability of the community to implement strategies and initiatives
- Civic Strategies and Initiatives--strategic measures that the community should implement
- Civic Action--tactical measures to implement the plan

This Plan makes many recommendations for enhancing capacity, and offers dozens of very specific strategies, initiatives and action steps. What a plan cannot do is to instill will. This comes from the people and their local leaders. Where there is a will, this is the way.

BACKGROUND

In June 2010, Economic Development for Apache County (EDAC), seeking a more comprehensive approach to offering community and economic development services to communities throughout Apache County, became aware of a new program offered by HUD. Simultaneously, EDAC was working with Building Communities, Inc. to identify new resources for job creation.

In August 2010, Apache County submitted a grant application to HUD on behalf of a two-county region (Apache and Navajo Counties), as well as three American Indian tribes (Navajo Nation, Hopi Tribe and the White Mountain Apache Tribe).

Highlights of the grant application and vision of the work to be completed included:

- Efforts to reach out to all incorporated communities and tribes and extend an invitation to participate in Plan Week, a community and economic development strategic planning process that is intended to provide local direction to the regional plan
- A localized focus on the Livability Principles (see *Methodology* section) to make these guiding principles relevant to the region. Examples included:
 - Environmental planning primarily related to the need for more active forest management planning and activity designed to reduce the likelihood of future catastrophic forest fires (sadly, a devastating forest fire erupted south of Eagar just as the local planning phase was getting underway in 2011. It was the largest forest fire in state history.)
 - Transportation planning was to primarily address the need to improve the existing public transit program offered in Show Low, and how it might extend to other communities in the region
 - Water conservation was to highlight the traditional way in which the tribes, and Hopi in particular, recycle water for agricultural purposes
 - Housing planning and development focused on the continued need for HUD-funded housing on Navajo Nation and other tribal lands
 - Efforts to better coordinate with the Bureau of Indian Affairs was a top intergovernmental priority
 - The difficult economic conditions were emphasized in the application, setting the stage for economic development strategic planning
- The poverty rate of the two-county region was 27.0%, exceeding the application threshold of 20.0%
- The median household income of the Region was \$36,000, (less than 70% of the national average)
- The Regional unemployment rate was 14.9%, (more than 1.2 times the national average)

While the application procedure suggested many possible planning activities, ultimately only the planning work identified at the local level would be considered in the regional plan.

On October 14, 2010 HUD announced that Apache County would receive an \$820,500 grant to meet the objectives outlined in the county's grant request.

The primary outcome of the planning process would be local community and economic development strategic plans and an overall regional plan that summarizes opportunities for advancement through collaboration. This document is the regional plan.

EDAC, assisted by the County Board of Supervisors for Apache County and Navajo County, assembled a Consortium of incorporated communities, as well as the three American Indian Tribes to form what ultimately became known as the Northeast Arizona Economic Development Planning Group (Planning Group). The Planning Group met in early and mid-2011



Upper Moenkopi Village Plan Director Eddie Calnimpewa shows HUD Senior Policy Advisor Dwayne Marsh the long-range master plan for the community.

to establish a process in which EDAC would coordinate local community and economic development strategic planning work for any city, town or tribal community that sought such services during 2011 and 2012.



The master plan at Upper Moenkopi Village inspires communities throughout the region to build projects that highlight local history and culture.

By January 2011, a Consortium of volunteers from the region was formed, including Bill Greenwood (Eagar), Cliff Qotsaquahu (Hopi), Delwin Wengert (Apache County), Ed Muder (Show Low), Eric Duthie (Taylor), Holiday Van Sriver (Show Low), James Jayne (Navajo County), Joe Waters (WMAT), Karalea Cox (NPC), Kelly Udall (Pinetop-Lakeside), Paul Ferris (Winslow), Paul Ramsey (St. Johns),

Paul Watson (Snowflake), Ray Alley (Holbrook), Ray Nopah (Navajo Nation), Sharon Adams (White Mountain Land Trust), Steve West (Springerville), and Teri Drew and Isabel Rollins (NACOG).

Simultaneously, the region was invited to send eight people to Boston, Massachusetts on January 10-12, 2011 to attend the Sustainable Communities Boot Camp on the campus of Harvard University. Bill Greenwood, Cliff Qotsaquahu, Delwin Wengert, Hank

Rogers, James Jayne, Joe Waters and Ray Nopah attended the event, along with Brian Cole.

The Boot Camp was designed to inform participants of the intention of the program to break down barriers between federal agencies and local communities, and to equip the participants with information and resources to help their planning effort.

The group of eight from the region not only gained information from the event, but immediately began discussions about how the region could better work together to support important regional projects and efforts such as the Sunrise Park Resort owned and managed by the White Mountain Apache Tribe (WMAT). It was the first time that representatives from three tribes jointly focused on the project.

The first organizational meeting of the Planning Group was in January 2011, shortly after the conclusion of the Boot Camp. The meeting was well attended, and many of the initial organizing and leadership details were tended to.



During the very first meeting of Planning Group participants, projects at the White Mountain Apache Tribe were envisioned.

Planning Group members were surprised during their second meeting (in late February 2011) when a group of 21 area citizens attended the Planning Group meeting. Some of these guests expressed concern that the Planning Group's efforts were part of a much larger international effort to take away local private property and other individual rights. This group of concerned citizens would continue to attend Planning Group meetings throughout the process. Many members of this group wanted an immediate end to the planning effort. While the Planning Group completed its work, some opportunities for collaboration were curtailed, and several communities pulled out of the effort due to the disruptive atmosphere that was created.

By May 2011, the planning work, as designed, moved into the local community and economic development strategic planning phase. Ultimately, 11 such cities, towns and tribal communities completed the Building Communities Plan Week process, and developed local community and economic development strategic plans. The dates of the Plan Week events are presented in the table on the following page.

The Building Communities economic strategic planning process is detailed on its website, www.BuildingCommunities.us. In short, the process requires communities to appoint a Plan Director and a Steering Committee. The Steering Committee should be comprised of a minimum of eight individuals who not only have broad knowledge of their community, but also are committed to the long-term implementation of their plan.

The Plan Week process is conducted over 14 hours. It includes seven sessions designed to determine the comparative advantages of the community, identify potential strategies and initiatives, receive feedback and suggestions from the general public, select strategies and initiatives and begin the process of developing action steps for plan implementation.

Each of the 11 communities completed the Plan Week activities, and 10 communities developed the action steps needed to begin plan implementation.

Several of the Steering Committees have already implemented some of their action steps, while others need ongoing support to identify resources and to commit to action.

Each of the local plans not only identifies specific job creation strategies and quality-of-life-producing initiatives, but also makes specific recommendations related to the human, technical and financial capacity each community needs to successfully implement its plan.

A summary of each of the local plans is provided on the pages following the summary of the Navajo Nation Building Summit.

Community	Plan Week Date
Upper Moenkopi Village	May 2011
Town of Eagar	May 2011
White Mountain Apache Tribe	May 2011
City of St. Johns	February 2012
Town of Springerville	April 2012
Fort Defiance	July 2012
Sipaulovi	August 2012
Navajo Nation*	August 2012
Ganado	October 2012
City of Winslow	December 2012
Many Farms	December 2012
Chinle	April 2013
<i>*Navajo Nation Building Summit</i>	

METHODOLOGY

The methodology for a regional plan, the ultimate deliverable in this HUD-funded program, is very broadly defined. In other words, every region (there are 74 regions) has very broad discretion regarding the focus, methodology and outcome of its regional plan.

HUD does expect the plan to reflect significant public engagement. The planning process should also include reaching out to people who typically are not included in such efforts. Finally, the plan should consider the Livability Principles (shown at right).

From the very beginning, the primary purpose of this regional plan is to focus on community and economic development. EDAC sought to enhance its community and economic development efforts while creating a stronger team framework between Apache and Navajo Counties, as well as Navajo Nation, White Mountain Apache Tribe and Hopi Tribe.

EDAC turned to Building Communities, a professional community and economic development strategic planning firm, to design the regional plan methodology.



The Hubbell Trading Post is a National Historic Site managed by the National Park Service. It has been serving Ganado and the surrounding area selling groceries, grain, hardware, horse tack, coffee and Native American art since 1878.

Building Communities brings a philosophy that regional plans will be most relevant and useful when they are built upon the dreams, aspirations and plans of local communities. As such, Building Communities deployed its Plan Week process to generate local community plans before the regional plan phase was initiated.

Ultimately, 11 communities participated in Plan Week. (Note: Although the Town of Eagar participated in Plan Week, the planning process was not completed, and a final plan was not developed per the wishes of the Town of Eagar.)

HOUSING AND URBAN DEVELOPMENT'S LIVABILITY PRINCIPLES

Provide more transportation choices.

Develop safe, reliable, and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health.

Promote equitable, affordable housing.

Expand location- and energy-efficient housing choices for people of all ages, incomes, races, and ethnicity to increase mobility and lower the combined cost of housing and transportation.

Enhance economic competitiveness.

Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs of workers, as well as expanded business access to markets.

Support existing communities.

Target federal funding toward existing communities—through strategies like transit oriented, mixed-use development, and land recycling—to increase community revitalization and the efficiency of public works investments and safeguard rural landscapes.

Coordinate and leverage federal policies and investment.

Align federal policies and funding to remove barriers to collaboration, leverage funding, and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy

Value communities and neighborhoods.

Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods—rural, urban, or suburban.

The Building Communities process requires local communities to appoint a Plan Director and to establish an 8-20 member local Steering Committee to develop and implement the plan. Plan Week is a seven-session, 14-hour process to develop local plans.



The planning process built more than plans, it built friendships. Project Manager Linda Haynes truly cares for all of the people she has served, and hopes that the efforts of the Planning Group bring great days ahead.

Toward the end of the local planning phase, participants in the planning process identified four subregions, and requested that the regional plan present information about each of the subregions.

In June of 2012, the Navajo Nation Economic Development office contacted EDAC and Building Communities to coordinate, facilitate and report the findings of the Navajo Nation Building Summit, which was conducted in August of 2012. The findings from the Summit are summarized in this regional plan, and are presented in full as a companion document to this plan.

A requirement of the HUD grant was to conduct a Fair Housing and Equity Assessment (FHEA) study that assesses baseline conditions of fair housing and people's access to economic opportunity in their communities. This analysis is a separate but related document to this regional plan.

Finally, Building Communities considered all of the results of the 11 Plan Weeks, plus the Navajo Nation Building Summit in development of this regional plan. The regional plan methodology was refined between January and June of 2013, and then finalized in the summer of 2013.

This regional plan heavily emphasizes 1) community development, 2) economic development, 3) public engagement and 4) implementation. With respect to implementation, each of the 11 community-based plans (with the exception of the Town of Eagar) has a Plan Implementation Workbook that guides "who is going to do what by when" to implement the plan. In addition, each local plan has an assessment of the capacity of the community to implement its plan. In general, community capacity in the Northeast Arizona region is low.

Without a commitment by one or more local organizations or governmental units, the implementation of the local plans will struggle, and perhaps fail. Several of the top recommendations included in this regional plan address the need to increase capacity in order to effectively implement the community and economic development strategic plans.

A WORD ON THE TERM 'SUSTAINABILITY'

The term "sustainability" has become a supercharged term in the field of regional sustainability planning, and deserves some definition in this planning process.

The intention of this federal planning program advanced by the Sustainable Communities Partnership and managed by HUD is to provide resources to communities and regions across the United States for local decision making and empowerment in order that local leaders can define and implement their vision of the future as it relates to their economy and their quality of life.

At no time in the planning process did any federal agency dictate the planning process or outcomes in this regional plan.

The goals of the planning program were described in the original application which is available to the general public, and this plan represents the outcome of the grant application submitted by Apache County to HUD.

No outside federal or international organizations influenced this project beyond what was originally identified in the project's scope of work which was prepared locally.

Perhaps the most encouraging sign for increased capacity and implementation are efforts being made by Navajo Nation to think and act more strategically to improve the living conditions for its people. The Navajo Nation Building Summit set the stage for such advancement. The leadership offered by the Navajo Nation Resources and Development Committee continues to seek resources to move forward.

The work completed over the past 32 months sets the stage for improved community and economic conditions in the region for the years ahead.



NAVAJO NATION BUILDING SUMMIT

In addition to the 11 Plan Weeks, the Planning Group assisted Navajo Nation to plan for, conduct and report out the Navajo Nation Building Summit which took place August 22-24, 2012 at Diné College in Tsaile, Arizona.

Economic Development for Apache County (EDAC) played a key role by assisting with registration at the event. Building Communities completed a 41-page Summit Report which is provided as a companion document to this regional plan.

Navajo Nation Building Report Summary.

In 1984, in the centuries-old Diné tradition, the Navajo Nation Tribal Council looked to the future and established the Permanent Trust Fund. According to Resolution CIY-53-85, this fund allows for 12% of all annual revenues collected to be set aside for the future. Access to the fund is restricted by statute, which requires a 2/3 affirmative vote of the Navajo people by referendum and a five-year plan for the expenditures of any principal. Navajo Nation leaders have brought the option of accessing funds from the Permanent Trust Fund forward for review and discussion by the Navajo people.



The Summit was held on Dine College campus in Tsaile, Arizona... where your future begins!



Tribal Delegate and Chairperson of the Resources and Development Committee Katherine Benally inspired the formation and implementation of the event.

Purpose of the Summit. The purpose of the Navajo Nation Building Summit was to engage a significant cross-section of tribal members and produce findings that document their beliefs and recommendations about the greatest needs and best solutions for improving the quality of life and economic condition on the Navajo Nation.

Planning Group, EDAC and Building Communities' Role. The original organizers of what has become the Planning Group initially envisioned extensive involvement by the Navajo Nation in the regional planning process. A representative from the Nation attended the HUD-sponsored Planning Boot Camp in January 2011 in Boston but additional involvement did not materialize until June 2012 when Building Communities was contacted for assistance in the planning and execution of the Summit.

Upon understanding the Summit objectives, Building Communities immediately contacted the administrator of the Planning Group, EDAC, to confirm the appropriate role for Building Communities in the event. It was agreed the Summit encompassed the full extent of the original vision in serving the Navajo Nation as a part of the planning process.

Summit organizers explained that they needed the expertise of EDAC and Building Communities in order for the event to meet its stated purpose. Rather than utilizing the methodology used by EDAC and Building Communities for developing the regional plan with area communities, a more traditional work group (breakout) session approach was employed.

Overall, EDAC and Building Communities assisted the Summit organizers by:

- Participating on the organizing committee phone conferences
- Working with the Tribal Council member who led the design and execution of the event
- Reviewing and providing feedback on the Summit registration and agenda materials
- Creating breakout session descriptions and facilitator/group guidelines
- Creating conference summary document templates
- Assisting with the registration process during the Summit and data-entry after the event
- Coordinating with session facilitators
- Moderating the afternoon Summit sessions
- Receiving and inputting Summit participants' contributions
- Formulating and writing the Summit Report
- Preparing to include selected and appropriate Summit results in the regional plan



Navajo Nation President Ben Shelly addresses the attendees at the Summit.



Attendance at the event was so large that special tents had to be erected. They also provided protection from the August monsoon rains.



Participation from everyone was encouraged. Here, a volunteer is prepared to offer his thoughts in the Community Development and Building Facilities breakout group.



Some of the early arrivals at the Summit. More than 300 people participated in the unprecedented planning event.



A volunteer digs a trench to channel water and mud “downstream” during the event.



Several of the classrooms were so packed that chairs had to be rearranged to accommodate the attendees.



The Navajo Nation Building Summit is a strong testimonial that the Dine are ready to work for a brighter future for their land and themselves.



Rooms throughout the entire campus were turned into subject-matter specific breakout rooms. People were encouraged to attend the session that was the most important to them.

COMMUNITY STRATEGIC PLANS

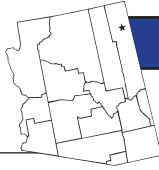
The following pages present the local community and economic development strategic plans in “snapshot,” or condensed form, summarizing the following information for each community:

- The Community "Elevator Speech"--their message to the world about their plan and aspirations
- Plan Director and Steering Committee members
- Location Map
- Selected Strategy Thumbprint--a graphical depiction of the strength of their 25 possible strategies and which strategies they selected
- Listing of Quality of Life Initiatives
- Strategies by Score

Each of the full local plans is about 100 pages, and can be accessed at the county/project website.

CHINLE

Arizona



PLAN WEEK: APRIL, 2013

Plan "Snapshot"

Of all the communities on the Navajo Nation, Chinle is perhaps the best known and most visited destination. It is the location of Canyon de Chelly, a breathtaking work of nature and home to native people for over 5,000 years. The name Chinle translates literally as “flowing out.” The community naturally flows out of the Canyon and has become an economic center for the region, largely due to visitors who come to view and explore the Canyon and learn about Navajo culture. We, as a community, have accepted this stream of commerce and now welcome the opportunity to thoughtfully preserve our culture and share it with the world. We anticipate great opportunities for our residents and for the larger community.



Chinle is a fascinating mix of time-honored traditions and modern amenities of the Western world. Our artisans and entrepreneurs prominently display and market Navajo art and other native fare for tourists and other visitors. Luxurious, recreational motor homes move cautiously along Highway 191 amid the free grazing territory of cattle, sheep and horses. Added to that traffic are our busy residents going about their lives, as they haul water, buy feed for their livestock, take children to school, go to work and keep this busy economic center going.

Surrounding this activity are the wind-swept vistas of red, pink, yellow and brown. This spectacular landscape provides continuity to our people that is unique. Its existence has nurtured and protected Navajo culture, tradition and our people, and affects the way in which we have done our planning. Community elders will tell us that in the Navajo culture planning is a foreign concept. As we have wrestled with the need to plan and the need to honor tradition, we have chosen the tradition of the Wedding Basket to help community members identify with the concept of planning.

PLAN DIRECTOR

Karen Bennally

Chinle Chapter Planner

STEERING COMMITTEE MEMBERS

Andy Ayze

Citizen

Timothy Begay

*Assistant to NN Council Delegate,
Leonard Pete*

Victor Begay

Citizen

Harry Clark

Citizen

Priscilla Clark

*Vice President
Chinle Chapter*

Betty Rose Draper

Business Owner

Anderson Jones

Citizen

James Jones

Medicine Man

Ursula Knoki-Wilson

Indian Health Services

Leonard Pete

NN Council Delegate

Monique Reveles

Arizona State University

Stanley Robbins

CLUP Chair

Tova Salabye

Navajo Housing Authority

Eugene Tso

Grazing Officer

Jay Yazzie

NNCIO

Walton Yazzie

Citizen

Erwin Wayne

Citizen

Traditionally, the Wedding Basket is viewed as a map through which the Dine’ chart their lives. This basket is then filled with the important and necessary “tools” for an abundant and beautiful life. Our vision for Chinle is a vibrant, thriving community where the traditions of our fathers are maintained, while we continue to lead our people into economic prosperity and individual self-sufficiency. This plan is our basket filled with the blend of traditions, as well as new knowledge that will help us to remain true to our culture and responsible to future generations.

CHINLE’S SELECTED STRATEGIES

The Chinle Steering Committee analyzed and ranked 25 potential community and economic development strategies by evaluating the comparative advantages of the community with respect to a host of “key success factors”—conditions or abilities that are required to successfully implement one or more of the strategies.

Strategies with scores over 70 generally have a good likelihood of successful implementation. Strategies with scores over 85 show greater promise still. Strategies that score under 70 may still be successfully implemented if low-scoring factors are addressed.

Strategies shown in **bold** are the strategies selected for implementation by the Steering Committee.

CHINLE’S QUALITY-OF-LIFE INITIATIVES

Housing

The most pressing Quality of Life issue for Chinle residents is definitely housing. The irony in this issue is that recently the Chinle Chapter actually turned down funding for a housing development due to the financial and social ramifications of another “subdivision” which Chinle cannot afford to provide the basic residential services of police, fire and emergency services. In addressing this issue, the Steering Committee and Chapter are developing a non-profit housing corporation. It is believed that a non-profit will better serve the needs of Chinle residents by considering familial or clan ties when planning and developing housing units in close proximity. It is also believed that a non-profit can avoid the bureaucratic processes currently in place for individuals in need of housing.

STRATEGIES BY SCORE	
Education Development	85
Health Care	83
Pass-through Visitor Services	80
Cultural Tourism	79
Energy Development	76
Environmental Restoration	73
Attracting Government Funding	73
Destination Tourism	69
Value-added Agriculture	68
Bedroom Community	68
Entrepreneurial Development	63
Infrastructure Development	63
Business Retention and Expansion	61
Business Cultivation	61
Attracting Government Jobs	57
Transportation Distribution Center	50
Leading-edge Development	50
Business Recruitment	49
Attracting Retirees	41
Attracting Lone Eagles	40
Downtown Development	38
Value-added Forest Products	36
Local/Regional Tourism	30
Value-added Fisheries	28
Value-added Mining	27

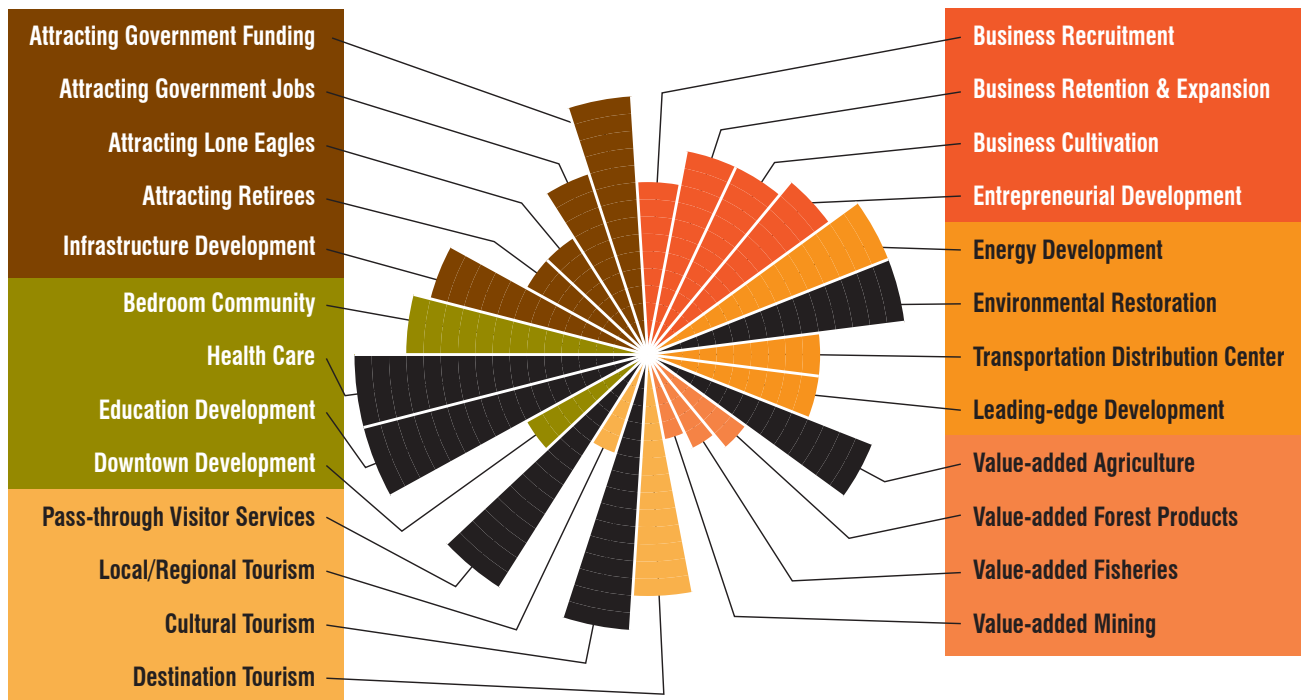
QUALITY-OF-LIFE INITIATIVES
Housing
Land Use

Land Use

Because housing and business development are so negatively impacted by current land use policies, Chinle chose to include this as a Quality of Life Issue in their plan. The Chapter is attempting to address land-use through the Community Land-Use Planning (CLUP) requirements of the Navajo Nation. The Steering Committee intends to use the CLUP plan as a basis for this initiative.

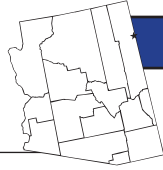
CHINLE’S STRATEGY “THUMBPRINT”

The strategy “thumbprint” depicts twenty-five community and economic development strategies in terms of Chinle’s potential to successfully implement each of the strategies. The longer the “spoke,” the greater the likelihood that Chinle could see success in pursuing that strategy. Black spokes indicate strategies that have been selected for implementation by the Chinle Steering Committee.



FT. DEFIANCE

Arizona



PLAN WEEK: JULY 2012

Plan "Snapshot"

Through the mists of our troubled and sometimes painful history there is an enduring quality that continues to permeate the community of Ft. Defiance. That quality is hope. From the alluring glimpses of partially hidden landscapes lining the Arizona Scenic Byway that leads to Tse hootsooi, through the traditional hogans nestled beside modern homes and into the hearts of the welcoming and lovable people of Ft. Defiance, the promise of the future electrifies the air with hope.



We are the community that has been home to the Diné since their return from Ft. Sumner in the late 1860s. While our struggles and challenges have been as monumental as the landscape that surrounds us, the community of Ft. Defiance has persevered. Standing as majestically as the pillars of rock that identify us as Tse hootsooi--the green meadow coming out of the rock--we as leaders and advocates stand ready to work and lead our community to achieve our tremendous potential!

Our mission statement, "Tse hootsooi--walking in beauty toward a compassionate, healthy and vibrant community," --expresses our desire to create anew the "green meadow" of peace and prosperity "that emerges from the rock." To carry out this mission, we are creating our "family plan," a community-centered economic development plan that incorporates both our Economic Development Strategies and our Quality-of-life Initiatives. We have named our Steering Committee OUR Tse Ho Tso, which is a shortened name for Tse hootsooi.

We are concerned about the mental, emotional, physical and spiritual health of our community. Central to our family plan is the restoration and renovation of the old Ft. Defiance Hospital campus built in the 1930s. This project will provide

PLAN DIRECTOR

Clarice Upshaw
Indian Health Services

STEERING COMMITTEE MEMBERS

Kirk Arviso
*Apache County Administrative Coordinator
Chapter Liason*

Georgia Ashley
Chapter Member

Ben Bennett
*Navajo Nation Division of Transportation
Former Chapter President*

Brandon Bitsuie
Chapter Member

Jimmie Bitsuie
Chapter Member

Marjorie Bitsuie
Chapter Member

Zac Bitsuie
Chapter Member

Zondra Bitsuie
Chapter President

Paula Holyan
Navajo Tribal Utility Authority

Charmayne Joe
Chapter Member

James Leslie
Chapter Member

Garrett Nelson
Chapter Member

Lorraine Nelson
Chapter Member

Dr. Wayne Nickens
MD

Timothy Nozie
Chapter Member

Maluhia Pacal
Sunrise School for Ecological Living

Joe Pacal
Sunrise School for Ecological Living

Letha Thompson
Chapter Member

Brent Tsosie
Chapter Member

Gilbert Wauneka
Chapter Member

space for many of our future endeavors. We will create a safe, secure environment for healing that encompasses our quality-of-life objectives of a clean, trash-free community with a park and walkable pathways and neighborhoods. We will attract compassionate and devoted health care professionals who understand the concept and practices of safe healing.

We are proud of our history and the story of our people. We plan to share that history and the traditional Diné culture through a well-planned strategic effort to bring engaging cultural tourism to Ft. Defiance. Our Environmental Restoration strategy will create a meeting place for the community and provide us with a recognizable downtown area. The old hospital and other historical buildings will provide space in which to house the artifacts and history of the fort, along with a celebration of our veterans. Our Education Development strategy will enhance our objectives to provide cultural experiences for our visitors and protect our unique heritage.

Our family plan will also include a Value-added Agriculture strategy, not in an attempt to produce great quantities of commodities, but in order to capitalize on the existing entrepreneurial spirit that has been a long tradition in our community of supplementing our incomes with agricultural endeavors. In addition, this will help us to learn and educate ourselves about conservation, the latest agricultural technologies, as well as create community gardens, greenhouses and a food sovereignty plan as part of our Quality-of-life Initiatives.

Through these planning efforts, we will literally see Tse hootsooi become the “green meadow coming out of the blue canyon” again in the heart of Ft. Defiance.

FT. DEFIANCE’S SELECTED STRATEGIES

The Ft. Defiance Steering Committee analyzed and ranked 25 potential community and economic development strategies by evaluating the comparative advantages of the community with respect to a host of “key success factors”—conditions or abilities that are required to successfully implement one or more of the strategies.

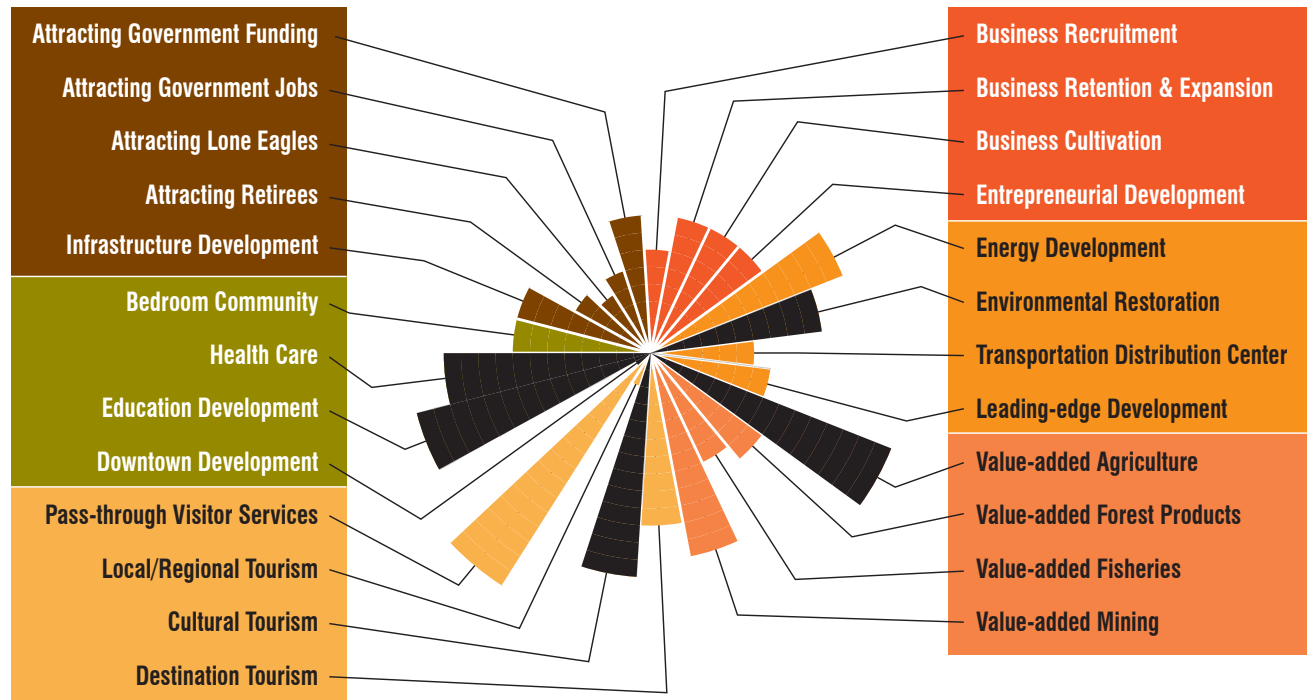
Strategies with scores over 70 generally have a good likelihood of successful implementation. Strategies with scores over 85 show greater promise still. Strategies that score under 70 may still be successfully implemented if low-scoring factors are addressed.

Strategies shown in **bold** are the strategies selected for implementation by the Steering Committee.

STRATEGIES BY SCORE	
Pass-through Visitor Services	80
Value-added Agriculture	73
Education Development	68
Cultural Tourism	63
Value-added Mining	60
Health Care	60
Energy Development	58
Environmental Restoration	49
Destination Tourism	49
Business Cultivation	41
Attracting Government Funding	41
Business Retention and Expansion	38
Entrepreneurial Development	38
Bedroom Community	38
Infrastructure Development	38
Value-added Forest Products	37
Leading-edge Development	33
Value-added Fisheries	31
Business Recruitment	27
Transportation Distribution Center	27
Attracting Retirees	24
Attracting Government Jobs	22
Attracting Lone Eagles	21
Local/Regional Tourism	10
Downtown Development	3

FT. DEFIANCE'S STRATEGY "THUMBPRINT"

The strategy "thumbprint" depicts twenty-five community and economic development strategies in terms of Ft. Defiance's potential to successfully implement each of the strategies. The longer the "spoke," the greater the likelihood that Ft. Defiance could see success in pursuing that strategy. Black spokes indicate strategies that have been selected for implementation by the Ft. Defiance Steering Committee.



FT. DEFIANCE'S QUALITY-OF-LIFE INITIATIVES

Community Clean-up

This Quality-of-life Initiative is self explanatory. The Steering Committee has included this effort in the Downtown Development strategy and in the Environmental Restoration strategy. The Committee will organize volunteer clean-up activities throughout implementation of its plan.

Walkable Pathways

As part of the Health Care strategy, the Steering Committee has included the design and development of pathways to the downtown area which includes medical service facilities. This initiative was chosen as a solution to alternative transportation for medical services, as an opportunity to promote a healthier lifestyle and as a way to connect the community with an attractive, safe environment.

Safehouse/Healing Center

The emotional, physical and mental health of community members is a high priority for the Steering Committee. The challenges of marginalized people are often manifest in the health and overall well-being of these individuals. The Steering Committee's vision of a safe place of healing for all community members has been incorporated into the Health Care Strategy.

QUALITY-OF-LIFE INITIATIVES
Community Clean-up
Walkable Pathways
Safehouse/Healing Center
Performing Arts Center/Museum
Community Greenhouses
OUR Tse Ho Tso

Performing Arts Center/Museum

During the community's discussion on preserving and protecting its culture, the Steering Committee discussed the need for a space to celebrate and showcase traditional cultural arts. Understanding the opportunity to educate its youth and visitors about Navajo culture, the Committee incorporated this initiative into several different strategies. Woven into the Downtown Development strategy, the Environmental Restoration and the Cultural Tourism strategies include Essential Action Steps that provide space, scheduling of events and marketing for this initiative.

Community Greenhouses

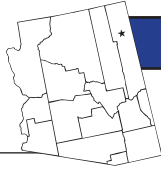
As a part of the concern for community members health and the desire to address the sustainability of reliable, safe food sources, the Steering Committee chose to make the development of community greenhouses a central part of the Value-added Agriculture strategy. These greenhouses will emphasize traditional foods and gardening methods.

OUR Tse Ho Tso

OUR Tse Ho Tso is the name the Steering Committee chose for itself to express the community-based leaders they want to be. OUR stands for Organizing, Uplifting, Restoring and Tse Ho Tso is short for Tse Hootsooi, the community's name in the Navajo language.

GANADO

Arizona



PLAN WEEK: OCTOBER, 2012

Plan "Snapshot"

There is a tender feeling one experiences when visiting with the residents of Ganado. That feeling is in sharp contrast to the harsh and demanding landscape that weaves its way in and around the community. This contrast pulls at one's heart because of the quiet determination of residents to build their homes, raise their families and revere their past. If one were to choose a word to describe the unique spirit of Ganado, it would be respect. Tradition is honored, protocol followed and courtesy extended to all.



The Ganado community has a rich Navajo history of commerce, agriculture, education, service to country, negotiation, art, compassion and perseverance. These qualities are reflected in the face of one of our oldest residents. Her sparkling dark eyes reflect the reciprocal love of her people, her own love of life and the honor she gives our ancestors as she boasts of living in the very spot where her mother buried her umbilical cord in the time-honored, traditional Navajo way more than 80 years ago. Her under 5-foot, small-frame is another contrast to the tremendous energy that bubbles out of her in warm, mischievous smiles, giggles with her friends and her ardent defense of what's right and "how things should be done."

Ganado has been an economic center for the Navajo people since 1871, when the first trading post was established. It is strategically located at the crossroads of State Highways 191 and 264. In the heart of Ganado is the Hubbell Trading Post National Historic Site. This trading post has been central to the livelihood of Navajo artisans and entrepreneurs for well over a century. Navajo tradition is revered in Ganado with strong community and family ties, dedicated senior services, health care, veterans' services and a commitment to education.

Highways 191 and 264 are the main arteries through the Navajo Nation. They provide tremendous opportunities for expanding services for tourists and local residents. The awe-inspiring walls of Canyon de Chelly are located north on

PLAN DIRECTOR

Teresa Gorman*Retired Educator***Harriett Tracy***Chapter Member*

STEERING COMMITTEE MEMBERS

Aliema Benally*Chief of Interpretation**Hubbell Trading Post NHS***Evangeline Curley-Thomas***Ganado Farm Board**Deputy Division Director**Navajo Nation Division of Natural Resources***Penny Denetsoe***Retired Medical Professional**Ganado Chapter Member***Gordon Gorman***Retired Businessman**Veterans Representative**Ganado Chapter Member***Carolyn Holmes***Ganado Chapter Member***Antalena F. Lee***Business Owner**Ganado Chapter Member***Isabel Shondee***Ganado Chapter Member***Al Thomas***Retired**Ganado Chapter Member***Phyllis Yazzie***Supervisor**Ganado Senior Center Services*

highway 191. Highway 264 runs east and west through the Navajo and Hopi tribal lands. The Hubbell Trading Post NHS is already a popular destination for those interested in Navajo history, culture and art. These conditions provide fertile ground for pursuing economic strategies related to tourism and business recruitment.

It is the foundation of respect and sense of community that has prepared us to step forward into our future. There is a wealth of experience and knowledge waiting to be tapped in our residents and community volunteers that will facilitate a new era of economic growth and prosperity for the community of Ganado.

GANADO’S SELECTED STRATEGIES

The Ganado Steering Committee analyzed and ranked 25 potential community and economic development strategies by evaluating the comparative advantages of the community with respect to a host of “key success factors”—conditions or abilities that are required to successfully implement one or more of the strategies.

Strategies with scores over 70 generally have a good likelihood of successful implementation. Strategies with scores over 85 show greater promise still. Strategies that score under 70 may still be successfully implemented if low-scoring factors are addressed.

Strategies shown in **bold** are the strategies selected for implementation by the Steering Committee.

GANADO’S QUALITY-OF-LIFE INITIATIVES

Senior Services

The Ganado Senior Center currently serves Ganado and six surrounding chapters. The center currently provides approximately 100 meals per day. The space for these services is limited. Private individuals in the community have donated land for expanding senior and veterans’ services. These plans include new buildings and space for meals, activities, social services and inter-generational connections with youth.

STRATEGIES BY SCORE	
Education Development	88
Pass-through Visitor Services	85
Cultural Tourism	73
Local/Regional Tourism	70
Attracting Government Funding	70
Infrastructure Development	69
Health Care	68
Bedroom Community	65
Energy Development	64
Environmental Restoration	64
Destination Tourism	61
Attracting Government Jobs	60
Business Recruitment	57
Business Cultivation	54
Leading-edge Development	53
Transportation Distribution Center	52
Business Retention and Expansion	51
Value-added Mining	48
Value-added Agriculture	44
Value-added Forest Products	44
Entrepreneurial Development	43
Value-added Fisheries	41
Attracting Lone Eagles	38
Attracting Retirees	33
Downtown Development	5

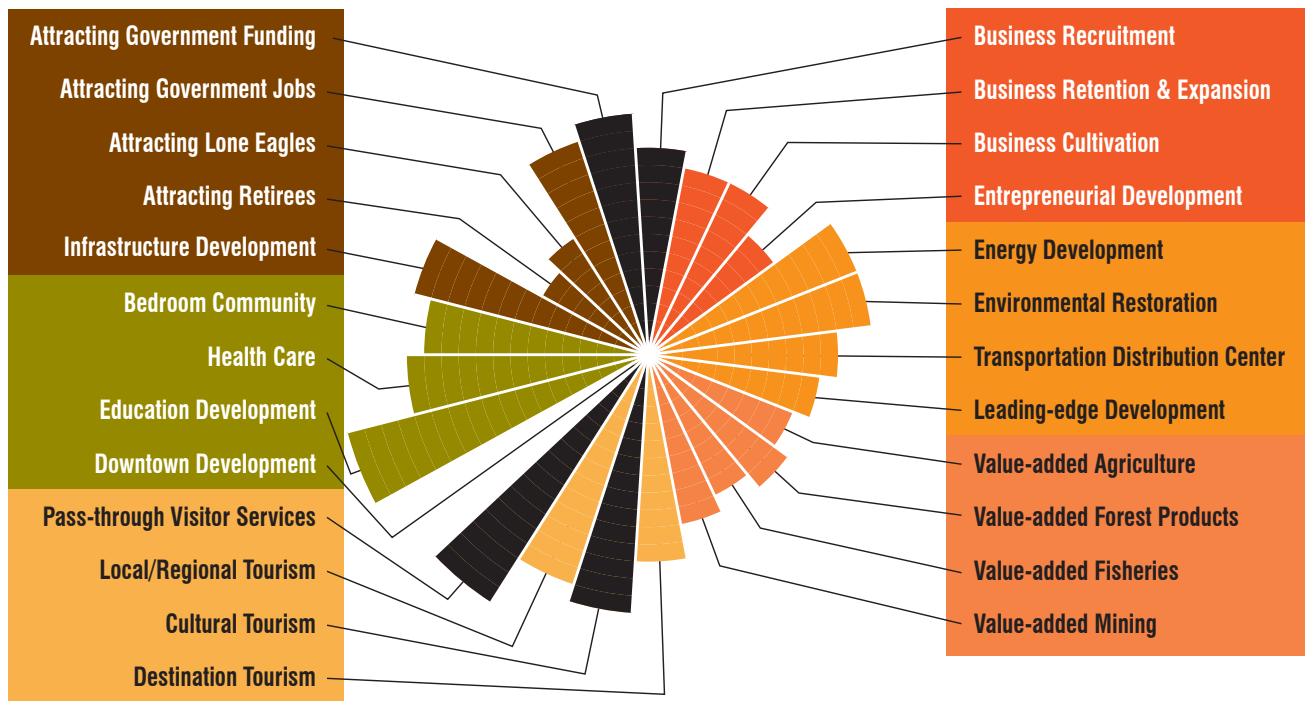
QUALITY-OF-LIFE INITIATIVES
Senior Services
Veteran Services

Veterans' Services

This initiative was chosen to strengthen the current efforts and programs being administered in Ganado for veterans. There is strong leadership and advocacy for local servicemen in the community. This project will dovetail with the Senior Services initiative in location and space. One local family is donating the land for this project and building a memorial for local heroes.

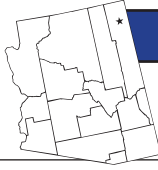
GANADO'S STRATEGY "THUMBPRINT"

The strategy "thumbprint" depicts twenty-five community and economic development strategies in terms of Ganado's potential to successfully implement each of the strategies. The longer the "spoke," the greater the likelihood that Ganado could see success in pursuing that strategy. Black spokes indicate strategies that have been selected for implementation by the Ganado Steering Committee.



MANY FARMS

Arizona



PLAN WEEK: DECEMBER, 2012

Plan "Snapshot"

Just as the name of our community denotes, we have been a people steeped in agriculture and an agrarian way of life, which currently is threatened by several factors largely out of our control. As a result, we clearly recognize the need to determine our own destiny and to plan our future! We have carefully examined our options and the unique advantages we have as a community. Our passion for our land, our children and our heritage are the driving forces behind our planning efforts. The experience and knowledge of our community residents will be our greatest asset as we redefine and create economic prosperity in Many Farms.



PLAN DIRECTOR

Eddie J. Arthur
President
 Da'ak'e Halani Development, Inc.

STEERING COMMITTEE MEMBERS

Kathy Arthur
President
 Many Farms Chapter

Charlotte Begaye
Vice President
 Many Farms Chapter

Lorraine Begaye
Chapter Member

Darlene Gene
Chapter Member

Joe Sam
Chapter Member

Annie Tayah
Chapter Member

Harvey Towne
Chapter Member
 Farm Board

Roland Tso
Many Farms Grazing Officer
 Planning and Zoning Commission

Anderson Tulle
DDI Member

As a community, we have asked Many Farms Chapter officials to work closely with and help resurrect our local community development organization, Da'ak'e Halani Development, Inc. We recognize the opportunities that will result as the DDI moves us forward in pursuing funding, working with local businesses and restoring our community to a safe and healthy environment.

Our greatest challenge is land use. Current policies on the Navajo Nation are causing severe over-grazing resulting in erosion and air-quality issues, vacant land within our business district, environmental concerns related to this land, a consequent loss of potential revenue and a lack of adequate affordable housing. We plan to work closely with the Navajo Nation to address these concerns about the current land-use policy.

It is important for us to realize, that while we have been marginalized and overlooked both outside and inside the larger Navajo community, it is within our Many Farms community, as a collective body, that we have the power to effect the changes and improvements we want to see take place in Many Farms. We are good partners and collaborators. Because of this, we are confident that stakeholders and potential partners and supporters will be drawn to the Many Farms community.

MANY FARMS' SELECTED STRATEGIES

The Many Farms Steering Committee analyzed and ranked 25 potential community and economic development strategies by evaluating the comparative advantages of the community with respect to a host of “key success factors”—conditions or abilities that are required to successfully implement one or more of the strategies.

Strategies with scores over 70 generally have a good likelihood of successful implementation. Strategies with scores over 85 show greater promise still. Strategies that score under 70 may still be successfully implemented if low-scoring factors are addressed.

Strategies shown in **bold** are the strategies selected for implementation by the Steering Committee.

MANY FARMS' QUALITY-OF-LIFE INITIATIVES

Housing

Providing housing choices for all ages and incomes is a tremendous challenge for Many Farms. At the root of this pressing issue is land use and bureaucracy. Home sites are in short supply. Access to private funding is difficult. Acquiring housing through the Navajo Housing Authority is political and confusing process for residents. The Many Farms Chapter is eagerly awaiting the housing analysis currently being performed by the Southwest Housing Council. This analysis will identify in detail the barriers to accessing housing. With the resulting information, the Steering Committee will be able to write specific action steps to address barriers and work with governmental agencies to address them.

Tribal Policies/Land Use

During Plan Week, the Steering Committee repeatedly returned to this barrier. The current land-use policies severely limit access to land for businesses and homes. It is a challenge that every community on the Navajo Nation confronts. Communities that are certified or have received Local Governance Authority can mitigate these barriers to some extent. This initiative was chosen by the Steering Committee to develop a plan toward certification and to work with the Navajo Nation Council on solutions to this issue.

STRATEGIES BY SCORE

Pass-through Visitor Services	80
Attracting Government Funding	74
Environmental Restoration	66
Infrastructure Development	50
Business Recruitment	48
Attracting Government Jobs	48
Transportation Distribution Center	46
Cultural Tourism	45
Health Care	38
Business Cultivation	36
Bedroom Community	34
Business Retention and Expansion	33
Leading-edge Development	32
Destination Tourism	28
Energy Development	26
Education Development	23
Value-added Fisheries	21
Value-added Mining	21
Value-added Agriculture	19
Value-added Forest Products	14
Entrepreneurial Development	10
Local/Regional Tourism	10
Downtown Development	8
Attracting Retirees	8
Attracting Lone Eagles	5

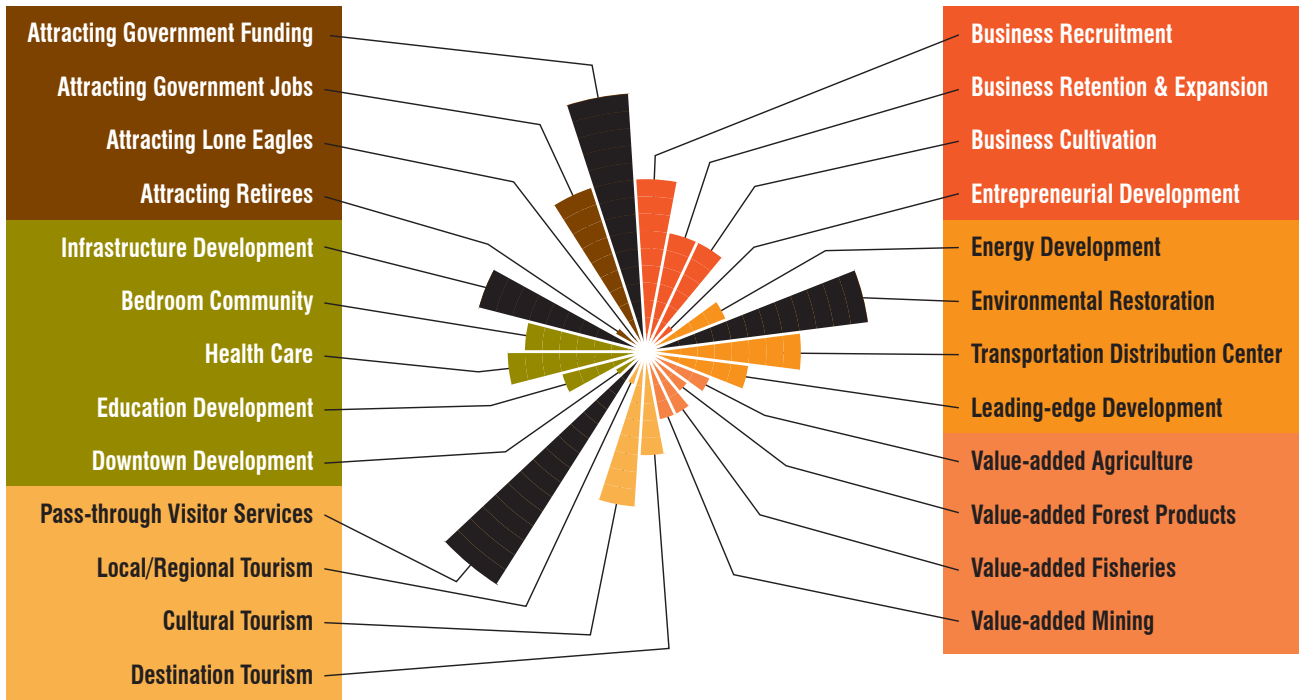
QUALITY-OF-LIFE INITIATIVES

Tribal Policies - Land Use

Housing

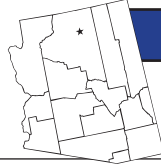
MANY FARMS' STRATEGY "THUMBPRINT"

The strategy "thumbprint" depicts twenty-five community and economic development strategies in terms of Many Farms' potential to successfully implement each of the strategies. The longer the "spoke," the greater the likelihood that Many Farms could see success in pursuing that strategy. Black spokes indicate strategies that have been selected for implementation by the Many Farms Steering Committee.



SIPAULOVİ

Arizona



PLAN WEEK: AUGUST, 2012

It may appear from our central geographic location at the intersection of Hwy 87 and Hwy 264 in the heart of the Hopi Nation that the world revolves around our Village of Sipaulovi. But in true Hopi spirit and tradition, it is just the opposite. We, Sipaulovi, revolve around the world. We have come together to lead our village into economic prosperity, while protecting our culture through the foresight of our sacred Hopi values and the strategic practices of the contemporary world that are good and make it worthwhile for our people.



Using the Hopi concept of tuna tya--vision, foresight and mechanics--we created this plan as a road map to a better life for everyone. We desire to create an economy within our village that supports our independence and self-sufficiency, and which in turn serves to create a better place for all of us around the world. We have chosen to share our culture and values with others and want to make that experience as positive as we can. Therefore, we have chosen several strategies focused on tourism that will enhance the services we can provide visitors through convenience and modern accommodations.

A plan focused on guest services, in which the village has had the foresight to set aside 15 acres to establish a gas station, hotel, business offices, a restaurant and other accommodations for visitors, will be central to our downtown development and tourism strategies. Providing educational opportunities to our youth in the business and hospitality industries through a business incubator will also be critical to realizing our vision of economic vitality.

We recognize the need to improve our infrastructure. Our people and our visitors will need clean, working accommodations. Our infrastructure is currently inadequate to meet those needs. In order to do this, we must seek funding sources.

PLAN DIRECTOR**Bonnie Secakuku***Sipaulovi***STEERING COMMITTEE MEMBERS****Chester Dee***HTHA ASU***Andrew Gashwazra***Sipaulovi***Suzanne Jamison***Sipaulovi***Eldon Kalemsa***Sipaulovi***Elfina Kalemsa***Sichmovi***Marlene Lerma***Sipaulovi***Johnathan Lomakema***Sipaulovi***George Mase***Sipaulovi***Mayfa Natoni***Sipaulovi***Bryceson Pinto***Sipaulovi***Andrew Puhuyaoma***Sipaulovi***Alph H. Secakuku***Sipaulovi***Kim Secakuku***Sipaulovi***Susan Secakuku***Sipaulovi***Marlene Sekaquaptewa***Bacavi***Belva Starkey***Sipaulovi***Sahmie S. Wytewa***Sipaulovi Housing*

We are also aware of the employment opportunities off the Hopi Nation and hope to be able provide housing for our people who work in neighboring cities but want to live among us.

We recognize with foresight and planning, we will be able to be a force for good among our people and throughout our areas of influence. We will make the world a better place by starting here, in Sipaulovi.

SIPAULOVİ’S SELECTED STRATEGIES

The Sipaulovi Steering Committee analyzed and ranked 25 potential community and economic development strategies by evaluating the comparative advantages of the community with respect to a host of “key success factors”—conditions or abilities that are required to successfully implement one or more of the strategies.

Strategies with scores over 70 generally have a good likelihood of successful implementation. Strategies with scores over 85 show greater promise still. Strategies that score under 70 may still be successfully implemented if low-scoring factors are addressed.

Strategies shown in **bold** are the strategies selected for implementation by the Steering Committee.

SIPAULOVİ’S QUALITY-OF-LIFE INITIATIVES

Housing

This initiative is focused on addressing the critical housing shortage for members of the Sipaulovi Village. The inability to individually own land on tribal lands creates a unique and challenging situation for tribal members. Traditional mortgages are not an option for tribal members. In addition to that challenge, not only is there not enough low-to-moderate income housing, there is not enough housing for those who are employed and earn just above the recommended income threshold for housing assistance.

Tribal Regulatory Issues

This initiative was chosen as a formal way for Village leadership to address Tribal regulations that are inhibitive and/or excessively restrictive in the pursuit of economic development and addressing local infrastructure and housing needs. The creation of a “formal” voice through Village authorities to represent local needs and issues not only to Hopi tribal

STRATEGIES BY SCORE	
Local/Regional Tourism	88
Cultural Tourism	85
Pass-through Visitor Services	85
Environmental Restoration	83
Education Development	83
Attracting Government Funding	79
Destination Tourism	77
Energy Development	73
Business Recruitment	72
Value-added Agriculture	71
Health Care	70
Bedroom Community	70
Value-added Forest Products	67
Value-added Fisheries	66
Business Cultivation	63
Infrastructure Development	63
Leading-edge Development	62
Entrepreneurial Development	60
Transportation Distribution Center	60
Attracting Lone Eagles	60
Business Retention and Expansion	59
Attracting Retirees	59
Attracting Government Jobs	59
Value-added Mining	55
Downtown Development	50

QUALITY-OF-LIFE INITIATIVES
Housing
Tribal Regulation Issues - Land Use
Healthcare Prevention - Outreach - Education

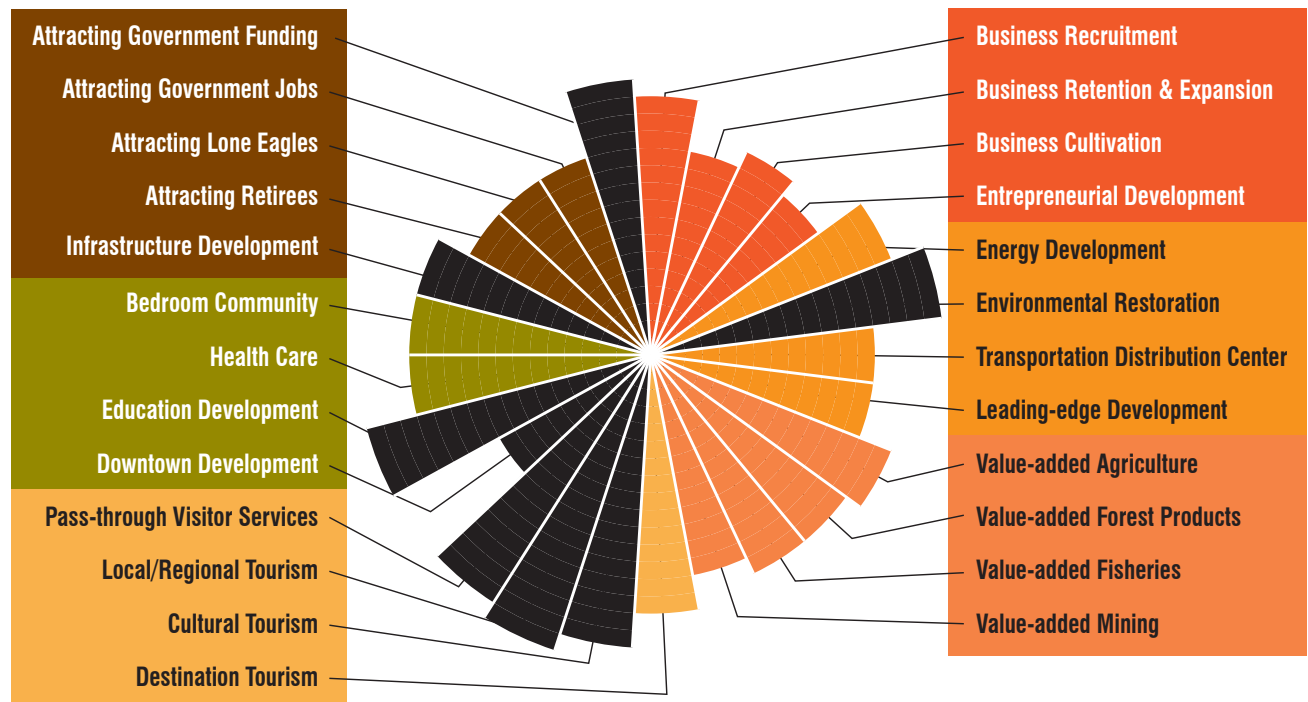
authorities, but to the BIA, was deemed essential in addressing quality-of-life issues such as housing, transportation and equal access to economic opportunities.

Healthcare: Outreach, Prevention and Education

This initiative was chosen by the Steering Committee to address the growing concern about the physical and emotional health of many village members. This initiative is to be a holistic approach to healthcare with an emphasis on cultural values.

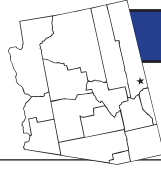
SIPAULOVI’S STRATEGY “THUMBPRINT”

The strategy “thumbprint” depicts twenty-five community and economic development strategies in terms of Sipaulovi’s potential to successfully implement each of the strategies. The longer the “spoke,” the greater the likelihood that Sipaulovi could see success in pursuing that strategy. Black spokes indicate strategies that have been selected for implementation by the Sipaulovi Steering Committee.



SPRINGERVILLE

Arizona



PLAN WEEK: APRIL, 2012

Plan "Snapshot"

Springerville, Arizona is a one-of-a-kind place in the Southwest. Set against a backdrop of forested mountain topography and grazing lands, our community has an outstanding setting matched only by the will of our people to build a great place for families and businesses.

Our forefathers settled this place, and the people who live here today choose to call this home. As a result of being a small town, we know one another, care for each other, and desire to give back to our hometown.



For this reason, we have built this strategic plan. This plan represents an ambitious commitment to our future. Not many places of 2000 persons would work to simultaneously advance 14 community and economic development strategies. However, we know that with commitment and dedication that matches the fortitude of those who settled our community, we can succeed.

Already we are seeing small businesses make investments in our town during challenging economic times. New opportunities are emerging that not only will benefit Springerville but other communities in northeast Arizona. We see these developments in mining, energy, tourism, forest products, agriculture and other emerging industries.

While our economy develops, we seek to build on this momentum to transform our downtown into a vibrant, thriving destination for people throughout the southwest looking for an authentic small-town experience. Anyone who doubts our vision and drive can visit our relocated Rene Cushman Museum to see that we will succeed.

For generations, Springerville has been a great place to live. We just step out our back doors and are in the forests and bedside streams. Just tour our community today and you will see the result of great efforts of the generations before us to build a nice town and to celebrate our place with monuments, parks, and school facilities. Now is the time to come together and move forward. We invite our citizens to be a part of Springerville's great decades ahead.

PLAN DIRECTOR

Chris Chiesl

*Community Development Director
The Town of Springerville*

*Town of Springerville Planning and Zoning Administrator
Grant Administration*

Steve West

*Manager
Town of Springerville*

STEERING COMMITTEE MEMBERS

Jim Brown

*Business Manager
Round Valley Unified School District*

Jerry Campeau

*Chief Executive Officer
White Mountain Regional Medical Center*

Becki Christensen

*Executive Director
Springerville/Eagar Chamber of Commerce*

Steve Christensen

*Former Councilman
Town of Springerville*

Pete Hunt

Business Owner

John Lang

*Owner
Valley Auto Parts*

Travis Udall

*Superintendent
Round Valley Unified School District*

Jeff Wells

*Owner
Cowboy Up Hay and Ranch Supply*

Phelps Wilkins

*Councilman
Town of Springerville*

SPRINGERVILLE’S SELECTED STRATEGIES

The Springerville Steering Committee analyzed and ranked 25 potential community and economic development strategies by evaluating the comparative advantages of the community with respect to a host of “key success factors”—conditions or abilities that are required to successfully implement one or more of the strategies.

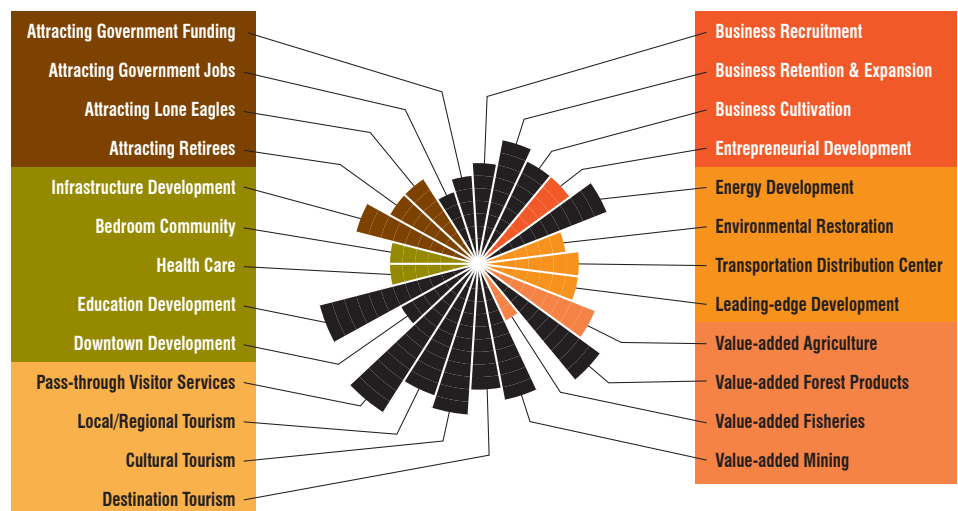
Strategies with scores over 70 generally have a good likelihood of successful implementation. Strategies with scores over 85 show greater promise still. Strategies that score under 70 may still be successfully implemented if low-scoring factors are addressed.

Strategies shown in **bold** are the strategies selected for implementation by the Steering Committee.

STRATEGIES BY SCORE			
Pass-through Visitor Services	70	Entrepreneurial Development	35
Education Development	63	Downtown Development	35
Cultural Tourism	60	Bedroom Community	35
Value-added Forest Products	58	Attracting Government Funding	35
Local/Regional Tourism	55	Environmental Restoration	34
Energy Development	53	Leading-edge Development	34
Value-added Agriculture	51	Business Cultivation	33
Infrastructure Development	50	Health Care	33
Value-added Mining	49	Business Recruitment	31
Destination Tourism	49	Transportation Distribution Center	29
Attracting Lone Eagles	40	Attracting Government Jobs	29
Business Retention and Expansion	39	Value-added Fisheries	20
Attracting Retirees	37		

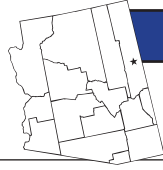
SPRINGERVILLE’S STRATEGY “THUMBPRINT”

The strategy “thumbprint” depicts twenty-five community and economic development strategies in terms of Springerville’s potential to successfully implement each of the strategies. The longer the “spoke,” the greater the likelihood that Springerville could see success in pursuing that strategy. Black spokes indicate strategies that have been selected for implementation by the Springerville Steering Committee.



ST. JOHNS

Arizona



PLAN WEEK: FEBRUARY, 2012

Plan "Snapshot"

St. Johns, Arizona is a community that is overcoming the odds. It is not blessed with many of the amenities that make life easy. Because of this, the people who live in this community of 3840 truly choose to live there. The result is a population of extraordinary men and women who love their community and regard each other as neighbors.



In a world where it is difficult to find people willing to work, St. Johns is filled with people working in difficult blue collar jobs in the agriculture and energy fields. The work ethic is strong, and the desire to see their town grow and prosper is even stronger.

This strategic plan represents a potential new and positive era for the town. While the essential ingredients for community growth and development are in place—land, labor and capital—St. Johns has experienced the same trend as many rural communities: population stagnation and disinvestment.

The hard-working people who build and support strong families are now ready to invest that same drive and energy into the future of the community itself. This strategic plan sets the stage for a new era, one that will build new partnerships and organizations dedicated to the betterment of the next generation of residents.

St. Johns has a strong base with which to work. In addition to the quality of its people, two nearby large-scale electrical generating stations provide good, well-paying jobs. Significant anticipated employee staffing retirements from these plants promise a future in which a new generation of workers will join the community while the retirees can focus their time on family and civic improvement. A promising value-added mining operation based on very large potash deposits could significantly fuel investment in the commercial and residential sectors.

The community invites new people, new businesses, and a renewed commitment to make the 21st century a proud era for St. Johns. This strategic planning project is an unprecedented regional collaboration that includes the incorporated cities and towns in Apache and Navajo Counties (Arizona) and three Tribal Nations—Navajo Nation, Apache Nation and Hopi Nation.

PLAN DIRECTOR

Paul Ramsey
City of St. Johns, Interim City Manager

STEERING COMMITTEE MEMBERS

Michael Cirivello

St. Johns City Council

Joe Greene

Blue Hills Environmental Association

Mike Greene

Tucson Electric Power

Pete Hancock

St. Johns City Council

Larry Heap

*Superintendent,
St. Johns Unified School District*

Travis Johnson

Private Business Owner (Cattle)

Donny Jones

*Chief of Police,
City of St. Johns*

Evan Nelson

*Finance Director,
City of St. Johns*

Milton Ollerton

*Community Development Director,
Apache County*

ST. JOHNS' SELECTED STRATEGIES

The St. Johns Steering Committee analyzed and ranked 25 potential community and economic development strategies by evaluating the comparative advantages of the community with respect to a host of “key success factors”—conditions or abilities that are required to successfully implement one or more of the strategies.

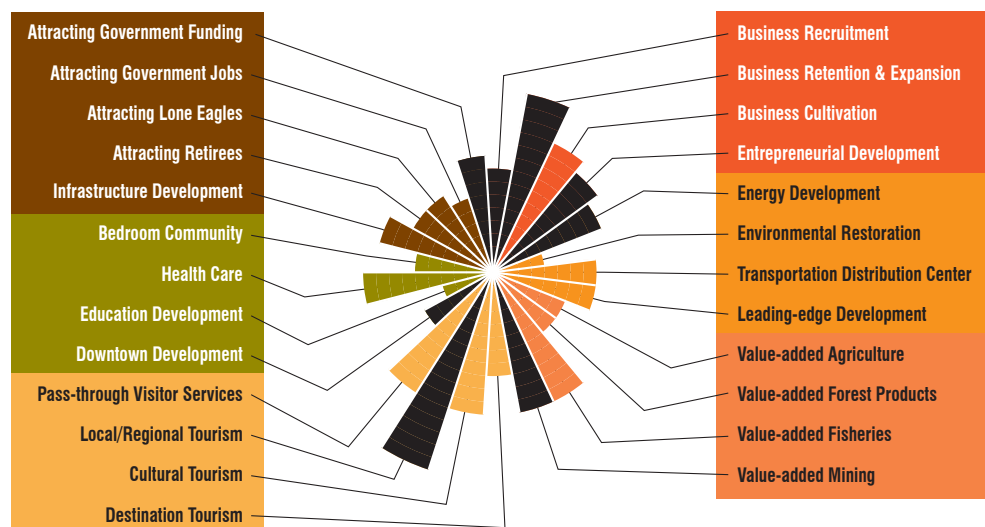
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Strategies shown in **bold** are the strategies selected for implementation by the Steering Committee.

STRATEGIES BY SCORE			
Local/Regional Tourism	80	Leading-edge Development	40
Business Retention and Expansion	68	Transportation Distribution Center	39
Business Cultivation	56	Business Recruitment	38
Value-added Fisheries	55	Attracting Lone Eagles	36
Value-added Mining	55	Attracting Retirees	35
Cultural Tourism	55	Value-added Agriculture	30
Pass-through Visitor Services	55	Downtown Development	30
Entrepreneurial Development	50	Bedroom Community	30
Health Care	50	Attracting Government Jobs	29
Attracting Government Funding	46	Value-added Forest Products	27
Energy Development	44	Education Development	20
Infrastructure Development	44	Environmental Restoration	19
Destination Tourism	42		

ST. JOHNS' STRATEGY "THUMBPRINT"

The strategy “thumbprint” depicts twenty-five community and economic development strategies in terms of St. Johns’ potential to successfully implement each of the strategies. The longer the “spoke,” the greater the likelihood that St. Johns could see success in pursuing that strategy. Black spokes indicate strategies that have been selected for implementation by the St. Johns Steering Committee.



UPPER MOENKOPI VILLAGE

Arizona

PLAN WEEK: MAY, 2011



Anyone who drives to Upper Moenkopi Village is pleasantly surprised with what we have developed. Our goal has been to build a first-class hotel and restaurant that serves as a destination for anyone looking to visit Hopi, the Southwest and the Grand Canyon.



In many respects, we have already succeeded. We have great facilities that complement the authentic experience that people get when they visit our surrounding area.

For us, however, this plan was needed as a validation of our direction. Are we headed the right direction? How do we maintain our momentum? Is our larger master plan on track with what is needed?

We were very eager to participate in the Northeast Arizona Economic Development Planning Group's efforts. We know that to be successful we must partner with others. The opportunity to be a part of a larger planning effort was exactly what we needed.

For us, this plan is truly a validation of what we have done and how we need to continue to build out our master plan. We have learned of many new possible partners and resources to move forward.

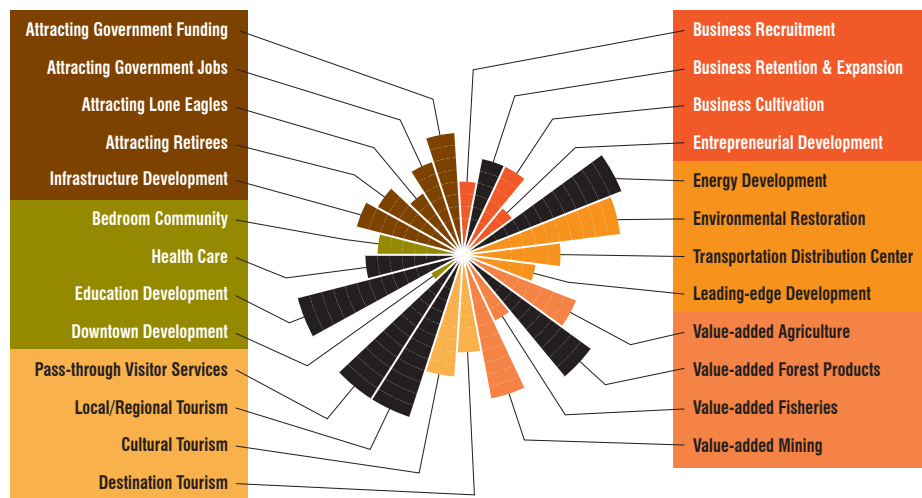
Life is very special at Hopi. With this plan, we hope to keep it special and share our corner of the world with all.

HOPÍ'S STRATEGY "THUMBPRINT"

The strategy "thumbprint" depicts twenty-five community and economic development strategies in terms of Hopi's potential to successfully implement each of the strategies.

The longer the "spoke," the greater the likelihood that Hopi could see success in pursuing that strategy.

Black spokes indicate strategies that have been selected for implementation by the Hopi Steering Committee.



PLAN DIRECTOR

Eddie Calnimpewa

Moenkopi Developers Corporation

STEERING COMMITTEE MEMBERS

Cliff Qotsaquahu

Research Assistant

The Hopi Tribe Community Planning & ED

Amy Butler

Marketing Manager

Moenkopi Legacy Inn

Everett Calnimpewa

Council Rep

Upper Village of Moenkopi

William Charley

Governor

Upper Village of Moenkopi

Bruce Fredericks

Moenkopi Citizen

Sam Shing

General Manager

Moenkopi Utility Authority

Leroy Sumatzkuku

Council Rep

Upper Village of Moenkopi

James Surveyor

Marketing Manager

Moenkopi Legacy Inn

Randy Wolff

General Manager

Moenkopi Developers Corporation

HOPI'S SELECTED STRATEGIES

The Hopi Steering Committee analyzed and ranked 25 potential community and economic development strategies by evaluating the comparative advantages of the community with respect to a host of “key success factors”—conditions or abilities that are required to successfully implement one or more of the strategies.

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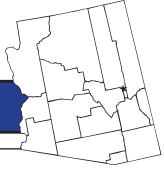
Strategies shown in **bold** are the strategies selected for implementation by the Steering Committee.

STRATEGIES BY SCORE	
Pass-through Visitor Services	85
Health Care	83
Environmental Restoration	81
Local/Regional Tourism	73
Cultural Tourism	70
Education Development	65
Value-added Mining	63
Infrastructure Development	63
Destination Tourism	58
Attracting Government Funding	58
Energy Development	54
Entrepreneurial Development	53
Business Recruitment	46
Attracting Government Jobs	39
Business Cultivation	38
Leading-edge Development	38
Business Retention and Expansion	37
Transportation Distribution Center	33
Value-added Fisheries	24
Value-added Agriculture	21
Bedroom Community	20
Attracting Retirees	18
Value-added Forest Products	17
Attracting Lone Eagles	13
Downtown Development	10

WHITE MOUNTAIN APACHE TRIBE

Arizona

PLAN WEEK: MAY, 2011



On the surface, you might think that our Community Elevator Speech for the White Mountain Apache Tribe would focus on the trials and tribulations of a people experiencing an 80% unemployment rate—or perhaps a per capita income of under \$5,000. Maybe you would expect our story to be

about poverty so extensive that it permeates every census tract throughout our land. Maybe you would focus on our life expectancy of only 28 years. Maybe you would simply think that we have no story to tell, except for a bygone era where once there was hope.

Well, think again. Twenty years from now our people will be the envy of the region. We already are blessed with a beautiful and productive land. Our forested hills and mountains are special to us. We draw our purpose and meaning from our sense of place, and we are building a future that will make us all proud to be called Apache.

Over the past few years, we have focused on improving and streamlining our government so that it is more responsive, manages our money responsibly and sets the stage for investing in the future. We will be current on all of our audits and be ready to move forward in a businesslike fashion. Our greatest opportunities lie with the magnificence of our land—its resources and topography.

First, we have 770,000 acres of timberland. We have the management authority to harvest our timber in a responsible, sustainable fashion. We are not encumbered by the deadlock of national political debate that remains so hot today that the heat is only matched by the temperature of the forest fires that have surrounded us...but have largely missed our land. We will manage our forests so that our hallmark is healthy forests, not charred remains. In doing so, we will rebuild a sustainable forest products industry that gives meaningful employment to current and future generations. We envision an immediate investment of \$10 million in plant and equipment and the re-establishment of 150 jobs for our people.

Second, our topography sets the stage for the Southwest's best ski resort. Skiing in Arizona—and skiing at its best. Although we have a great place, we plan to invest in a new lodge, new snowmaking equipment and a marketing campaign that establishes us as the region's winter sports capital. In order to succeed, we will become better team players with the cities and counties that are our neighbors and capitalize on innovative government programs that create investment in remote areas. We will invest \$30 million to accomplish this.



PLAN DIRECTOR

Joe Waters
WMAT Planning Department

Christine Holden
WMAT Planning Department

STEERING COMMITTEE MEMBERS

Arman Baha
Community Representative
Tribal Social Services

Dustin Benavides
WMAT Planning Department

Shane Burnette
Office of Tourism

Noland Clay
Canyon Day Community

Jeff Fuller
Whiteriver Unified School District #20

Consoni Hill
Community President

Bob Hitchcock
WMAT Legal Department

Brent Kurfe
Hon-Dah

Rochelle Lacopa
First Things First

Randal Stern
Stone & Youngberg

Steve Taddie
Stellar Capital Management

AJ Taylor
Northland Pioneer College

Kino Torino
Councilman District 111

Nona Tuchawena
BIA – Superintendent

Jill Welch
Elliot D. Pollack & Co

Derreck Wheeler
WMAT Planning Department

Third, we will build a large new reservoir that will help bring much needed water to seven downstream cities, create abundant and clean hydropower and establish a new recreation center for the people of the region. We have plans to build a new destination hotel associated with the reservoir that will serve as a base camp to the White Mountains. \$202 million is appropriated and on deposit with the US Department of the Interior. The money will not only be used to build the reservoir, but will provide \$50 million for the first three years of operations and maintenance. We expect 300-500 construction jobs to last for five years.

Fourth, our natural resources make possible the establishment of a biomass energy plant that can provide renewable energy to support our residential and commercial sectors. Fifth, we will set aside 100,000 acres of our land to capitalize on emerging carbon credit programs that reward people for setting aside natural resources for long-term environmental benefit.

Our plans do not, however, all relate to the land. We also have plans for our people—starting with our next generation.

We know that Whiteriver today does not physically show the inner pride of our people. This is why we have a vision to transform our town with a new marketplace, investments in our hospital, the construction of a Head Start facility, all integrated with the development of a new Bureau of Indian Affairs building. We also see a new transit service that will tie these things together and help mobilize our people to seek better education, better health and better days.

Yes, 80% of our people are unemployed. Yes, many Americans make more in a month than we earn in a year. Yes, drugs and alcohol are a scourge on many of our people. But those will become yesterday’s headlines. Our tomorrow is bright. This plan sets the stage for a new generation of White Mountain Apache civilization.

WHITE MOUNTAIN APACHE TRIBE’S SELECTED STRATEGIES

The White Mountain Apache Tribe Steering Committee analyzed and ranked 25 potential community and economic development strategies by evaluating the comparative advantages of the community with respect to a host of “key success factors”—conditions or abilities that are required to successfully implement one or more of the strategies.

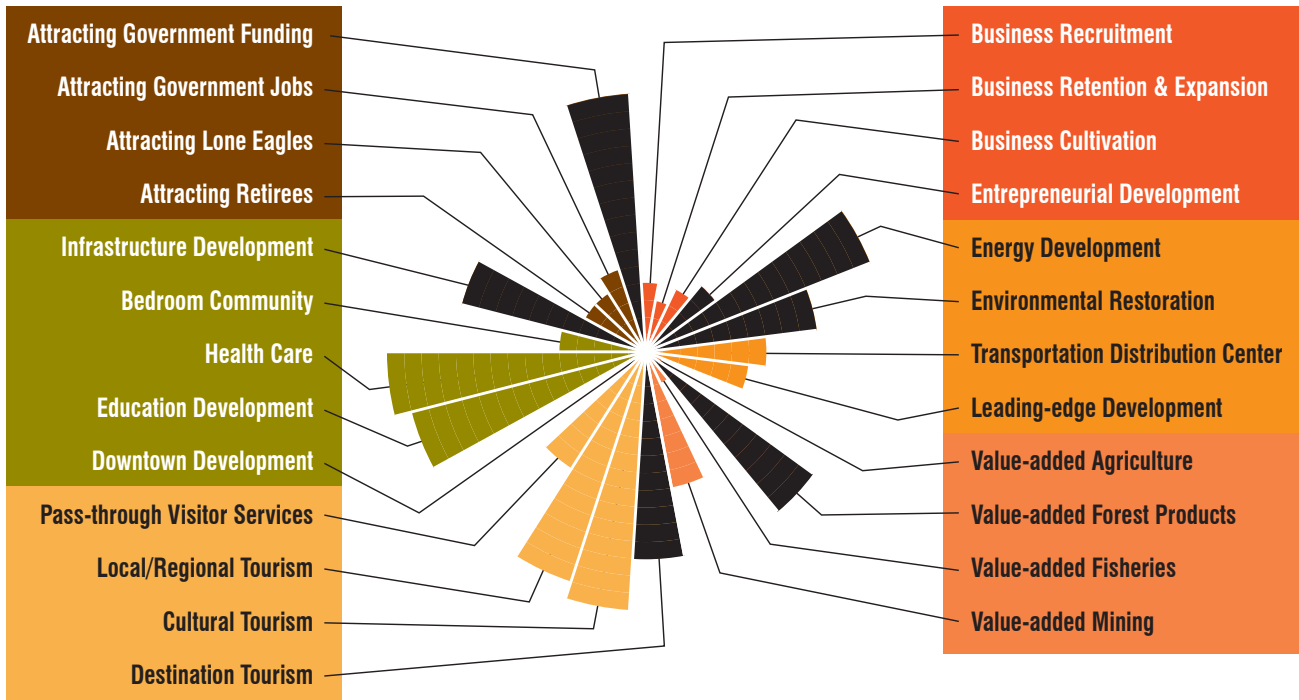
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Strategies shown in **bold** are the strategies selected for implementation by the Steering Committee.

STRATEGIES BY SCORE	
Cultural Tourism	75
Health Care	75
Attracting Government Funding	74
Energy Development	71
Local/Regional Tourism	70
Education Development	70
Destination Tourism	58
Value-added Forest Products	56
Infrastructure Development	56
Environmental Restoration	50
Pass-through Visitor Services	40
Value-added Mining	37
Transportation Distribution Center	30
Leading-edge Development	26
Entrepreneurial Development	25
Bedroom Community	25
Attracting Retirees	22
Attracting Government Jobs	22
Business Recruitment	21
Business Cultivation	19
Attracting Lone Eagles	19
Business Retention and Expansion	14
Value-added Fisheries	8
Value-added Agriculture	6
Downtown Development	0

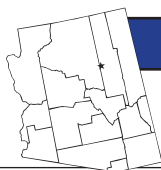
WHITE MOUNTAIN APACHE TRIBE'S STRATEGY "THUMBPRINT"

The strategy "thumbprint" depicts twenty-five community and economic development strategies in terms of White Mountain Apache Tribe's potential to successfully implement each of the strategies. The longer the "spoke," the greater the likelihood that White Mountain Apache Tribe could see success in pursuing that strategy. Black spokes indicate strategies that have been selected for implementation by the White Mountain Apache Tribe Steering Committee.



WINSLOW

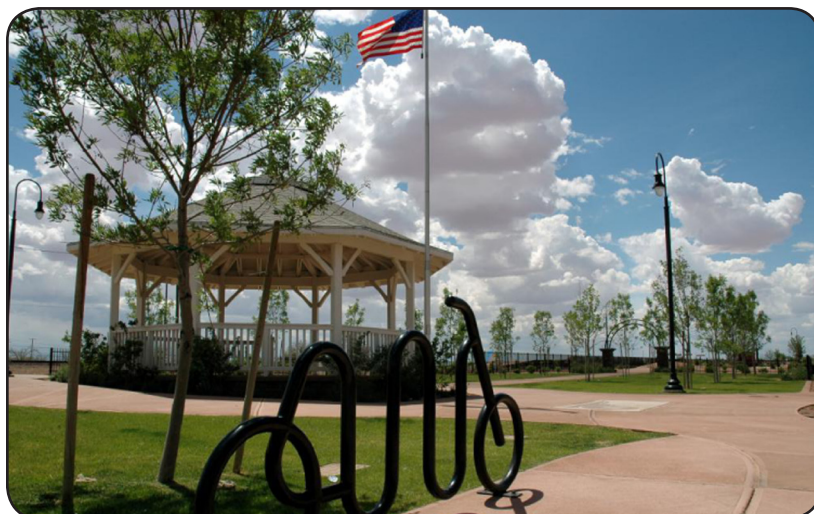
Arizona



PLAN WEEK: DECEMBER, 2012

Plan "Snapshot"

Stand on any corner in Winslow, AZ and you'll immediately recognize the potential of our community. Yes, you can take it easy on one corner, browse the local shops on another, enjoy one of the finest meals in the southwest, live it up along Route 66 or invest in the transportation mecca of northeast Arizona. Every corner has potential. Our residents, business owners, educators and community leaders are warm, friendly and waiting to make you a part of the Winslow community and family. While we are not without our challenges, we are a community that is moving forward, capitalizing on our strengths, while retaining our rural values.



While most communities are losing jobs, we are creating them. We have a thriving hospital and professional medical community. We are a part of the Burlington, Northern, Santa Fe (BNSF) Seligman Subdivision and enjoy the economic opportunities provided by rail transport. Route 66 runs through the heart of Winslow and we have the only airport with air tanker refueling capabilities in the Four-corners region. These advantages mean we have jobs available.

Winslow enjoys a great location and a national reputation. Visitors from around the world want to "Stand on the Corner" and experience the small-town hospitality we are famous for. Our diverse population translates into a variety of art and cultural experiences, all in a central location.

Winslow truly is the American experience. Our history begins in the 19th century with the establishment of the Hubbell Trading Post. It moves through the 20th century with our pop music culture notoriety. For more than 75 years Route 66, America's Mother Road and a principal artery of commerce, has been a defining element of our community. Our history provides us with a perspective that leaves us ready to forge our way further into the 21st century continuing to make history as we go.

PLAN DIRECTOR

Paul Ferris
Principal Planner
City of Winslow

STEERING COMMITTEE MEMBERS

Bob Hall
Director
Winslow Chamber of Commerce

David Hartman
Private Business Owner

Lance Heister
Superintendent
Winslow School District

John Henling
Planning and Zoning Commission
City of Winslow

Tescue Kenna
Private Business Owner

Gordon McHood
Board Member
Little Colorado Medical Center

Loren Sadler
Board Member
Winslow School District

Devin Singh
Private Business Owner

Orville Wiseman
Private Business Owner

Mark Woodson
Engineer
City of Winslow

WINSLOW’S SELECTED STRATEGIES

The Winslow Steering Committee analyzed and ranked 25 potential community and economic development strategies by evaluating the comparative advantages of the community with respect to a host of “key success factors”—conditions or abilities that are required to successfully implement one or more of the strategies.

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WINSLOW’S QUALITY-OF-LIFE INITIATIVES

Activities/Recreation

During Plan Week the subject of recreation and activities for residents and visitors came up frequently. Steering Committee members observed that some of the labor challenges were a direct result of a lack of activities in the Winslow area. This deficiency applied to residents of all ages and interests. As a result of that discussion, the committee chose to address recreation in the Quality-of-life Initiatives for this plan. The sub-committee has already made considerable progress implementing this initiative. The Steering Committee has been in contact with the Arizona Game and Fish Department to promote and coordinate several outdoor activities, including a shooting range.

Beautification of Winslow

Another challenge that came up frequently during Plan Week discussion was the issue of aging neighborhoods and businesses. The Steering Committee determined that this was an issue that could be addressed within the scope of this plan.

Housing

The Steering Committee readily recognized the lack of housing for middle- to upper-income residents. The purpose of this initiative is to provide desirable housing for employees who currently travel to work from throughout the region. This initiative is also designed to support emerging and potential industries looking to relocate.

STRATEGIES BY SCORE	
Cultural Tourism	83
Pass-through Visitor Services	80
Education Development	80
Health Care	80
Downtown Development	78
Energy Development	75
Local/Regional Tourism	75
Infrastructure Development	75
Business Recruitment	72
Environmental Restoration	70
Transportation Distribution Center	70
Bedroom Community	70
Business Cultivation	69
Value-added Agriculture	69
Attracting Government Jobs	68
Business Retention and Expansion	67
Value-added Forest Products	63
Leading-edge Development	62
Destination Tourism	61
Entrepreneurial Development	58
Attracting Retirees	58
Attracting Government Funding	58
Attracting Lone Eagles	53
Value-added Mining	52
Value-added Fisheries	44

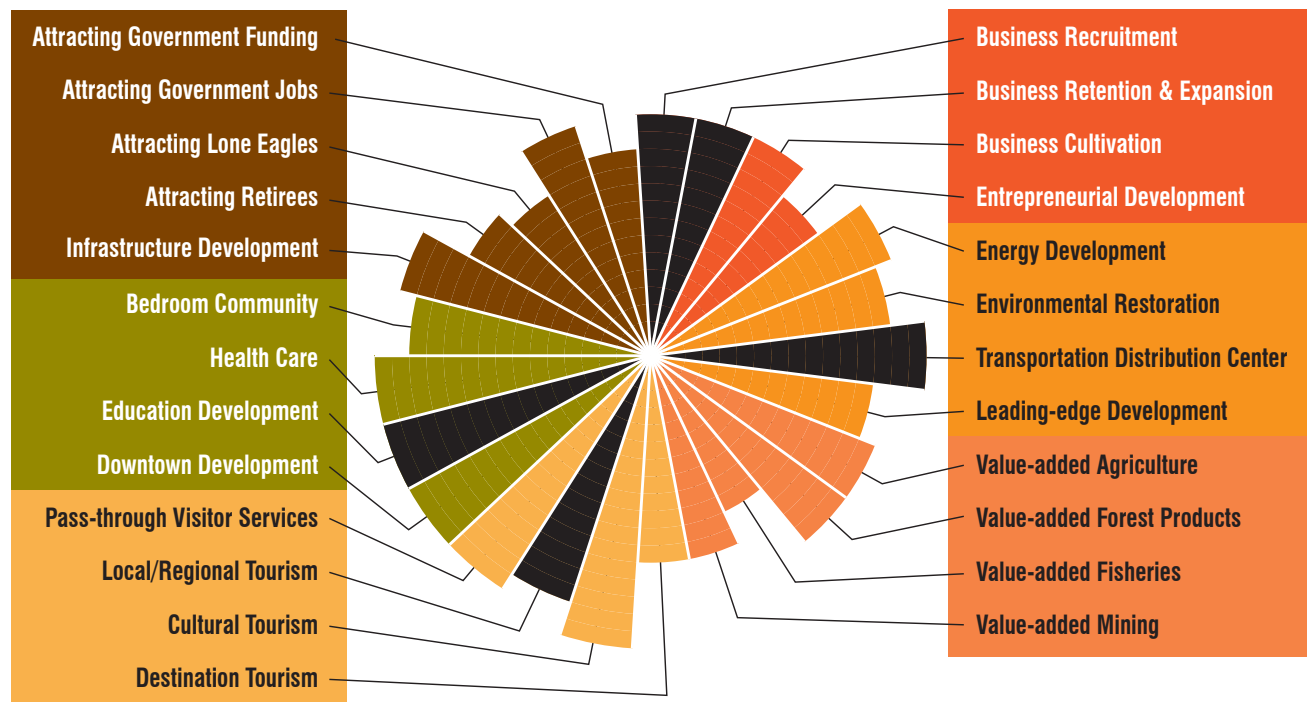
QUALITY-OF-LIFE INITIATIVES
Activities/Recreation
Beautification of Winslow
Housing
Border Challenges

Border Challenges

Geographically, Winslow is located adjacent to two Native American reservations, the Hopi and the Navajo. While this can be an economic advantage, it also presents social challenges that spill over from tribal lands. This issue was instantly identified as a sensitive one that would need to be addressed with the direct assistance of the Winslow City Council. There would also need to be collaboration between the tribal entities and the City of Winslow. The social challenges of substance abuse, pan-handling, transients and crime associated with these conditions are not only devastating to the individual, but can create community problems that negatively impact the quality of life of residents.

WINSLOW'S STRATEGY "THUMBPRINT"

The strategy "thumbprint" depicts twenty-five community and economic development strategies in terms of Winslow's potential to successfully implement each of the strategies. The longer the "spoke," the greater the likelihood that Winslow could see success in pursuing that strategy. Black spokes indicate strategies that have been selected for implementation by the Winslow Steering Committee.



SUB REGIONAL ANALYSIS

Subregion Descriptions

The initial region defined in the August 2010 grant application included all of Apache County, Navajo County and the portion of Coconino County containing Upper Moenkopi Village on the Hopi Indian Reservation.

Because participation in the planning process was ultimately determined at the local level, a total of 11 communities participated in Plan Week. In addition, the Planning Group supported the coordination and reporting of the Navajo Nation Building Summit.

SELECTED STRATEGIES BY COMMUNITY												
Strategy	Chinle	Eagar	Fl. Defiance	Ganado	Many Farms	Sipaulovi	Springerville	St. Johns	Upper Moenkopi	White Mountain Apache Tribe	Winslow	TOTAL
Pass-Through Visitor Services	✓	✓		✓	✓	✓	✓		✓			7
Attracting Funding				✓	✓	✓	✓	✓	✓	✓		7
Cultural Tourism	✓		✓	✓		✓	✓		✓			6
Education Development	✓	✓	✓			✓	✓					6
Local/Regional Tourism		✓				✓	✓	✓	✓			6
Energy Development		✓					✓	✓	✓	✓		5
Environmental Restoration	✓		✓		✓	✓				✓		5
Business Retention & Expansion		✓					✓	✓				4
Business Recruitment				✓			✓	✓				4
Downtown Development			✓			✓	✓	✓				4
Health Care	✓	✓	✓									3
Infrastructure Development					✓	✓				✓		3
Destination Tourism							✓		✓	✓		3
Value-added Forest Products		✓					✓			✓		3
Entrepreneurial Development								✓	✓	✓		3
Value-added Mining							✓	✓				2
Value-added Agriculture	✓		✓									2
Business Cultivation							✓					1
Transportation Distribution Center											✓	1
Attracting Government Jobs							✓					1
TOTAL	6	7	6	4	4	8	14	8	7	7	5	76

The table above presents the 11 communities that participated in Plan Week and the Strategies ultimately selected by each of these communities.

As the table shows, each of the communities selected between four and eight strategies with the exception of the Town of Springerville, which selected 14 strategies.

In addition to selecting strategies, each participating community could also define and select Quality-of-life Initiatives designed to improve local livability. The number

of Quality-of-life Initiatives ranged from zero to six. Notably, most of the communities that did not select Quality-of-life Initiatives were early in the process. Building Communities refined the process to allow for the selection and implementation of such initiatives with greater ease.

Creating Subregions

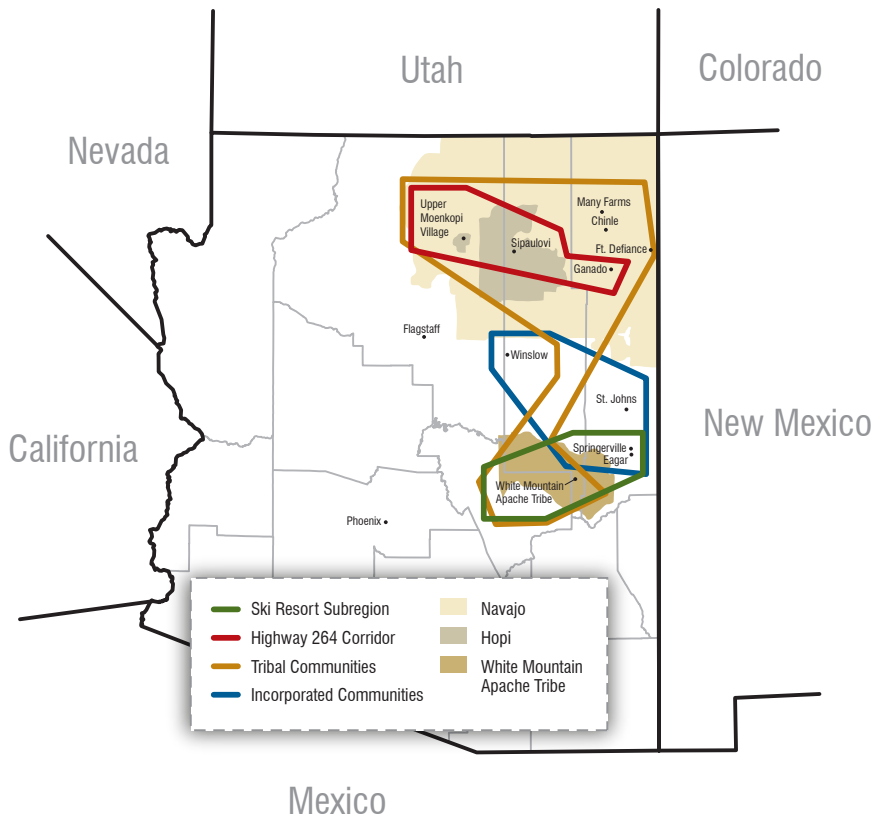
The Planning Group identified four sub-regions as shown in the table.

Planning participants thought sub-regions are beneficial because communities with commonalities can potentially work together on strategies and initiatives for their smaller area. Depending upon the nature and location of the community, each community is in one or two sub-regions.

COMMUNITIES IN SUBREGIONS				
Community	Tribal Communities	Incorporated Communities	Ski Resort Region	Highway 264 Corridor
Chinle	✓			
Eagar		✓	✓	
Fort Defiance	✓			
Ganado	✓			✓
Many Farms	✓			
Sipaulovi	✓			✓
Springerville		✓	✓	
St. Johns		✓		
Upper Moenkopi Village	✓			✓
White Mountain Apache Tribe	✓		✓	
Winslow		✓		

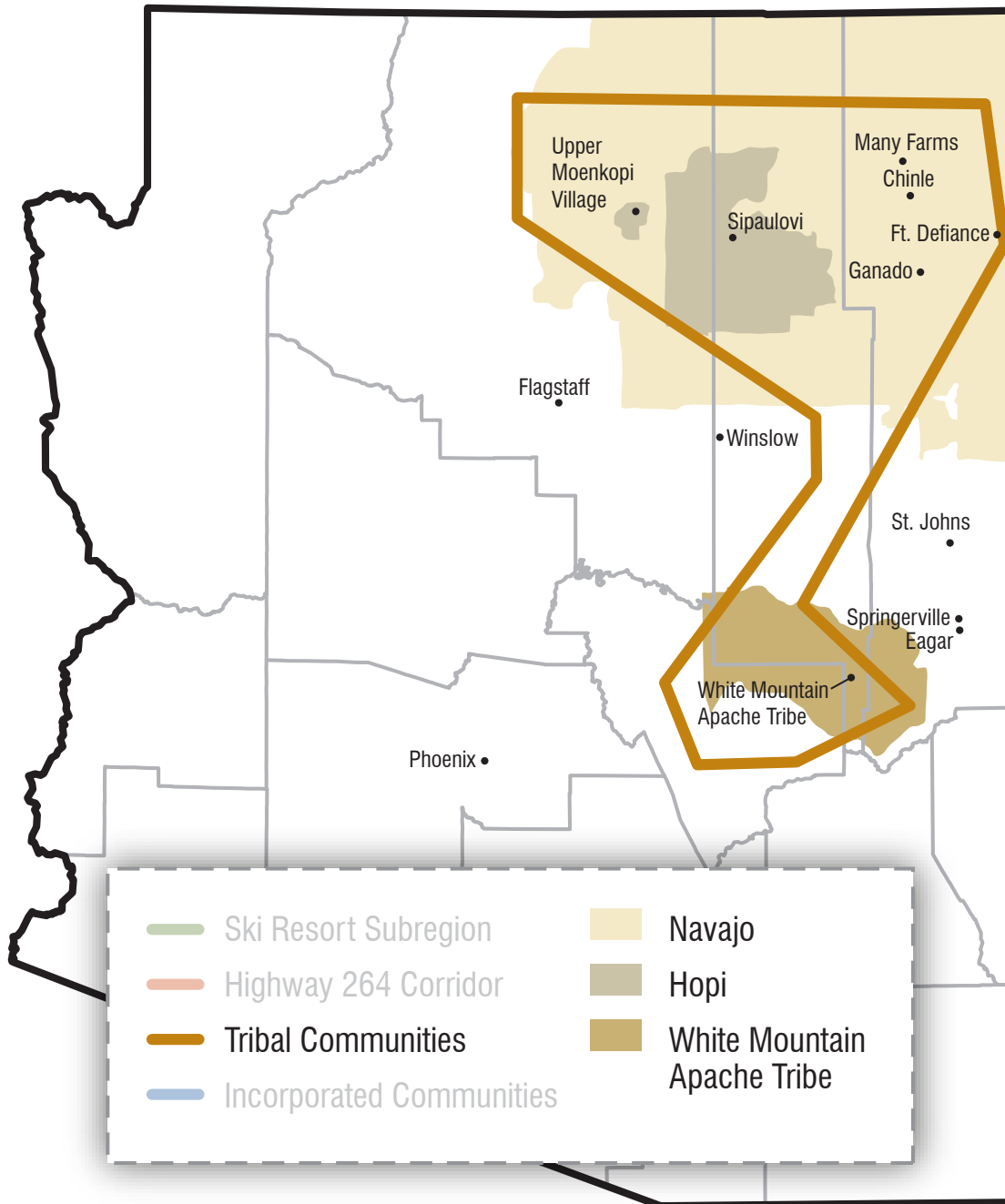
Project Map

The following map shows the location of each of the communities in the overall region.



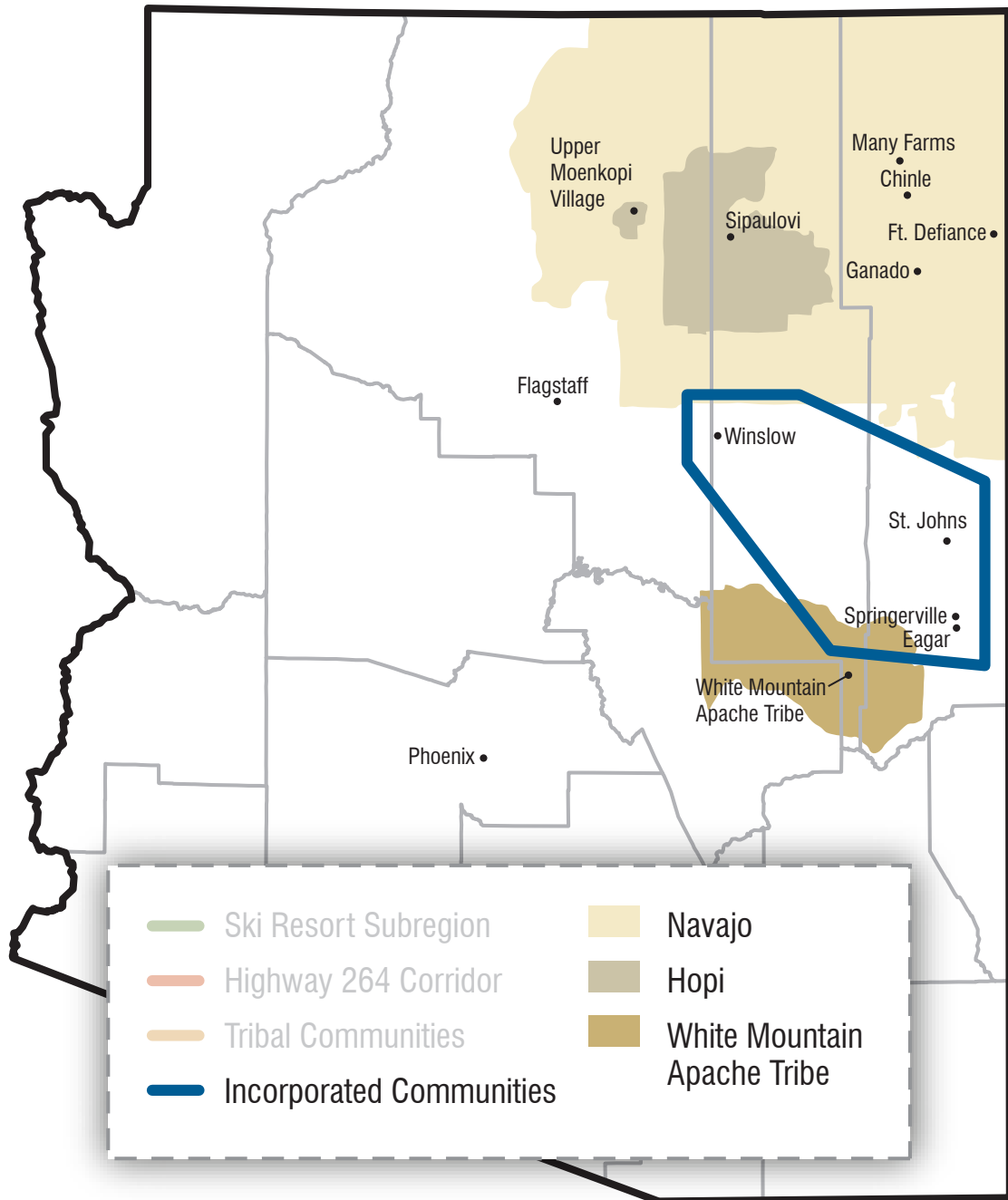
Tribal Communities

Seven communities are included in the Tribal Communities Subregion: Chinle, Fort Defiance, Ganado, Many Farms, Sipaulovi, Upper Moenkopi Village and White Mountain Apache Tribe.



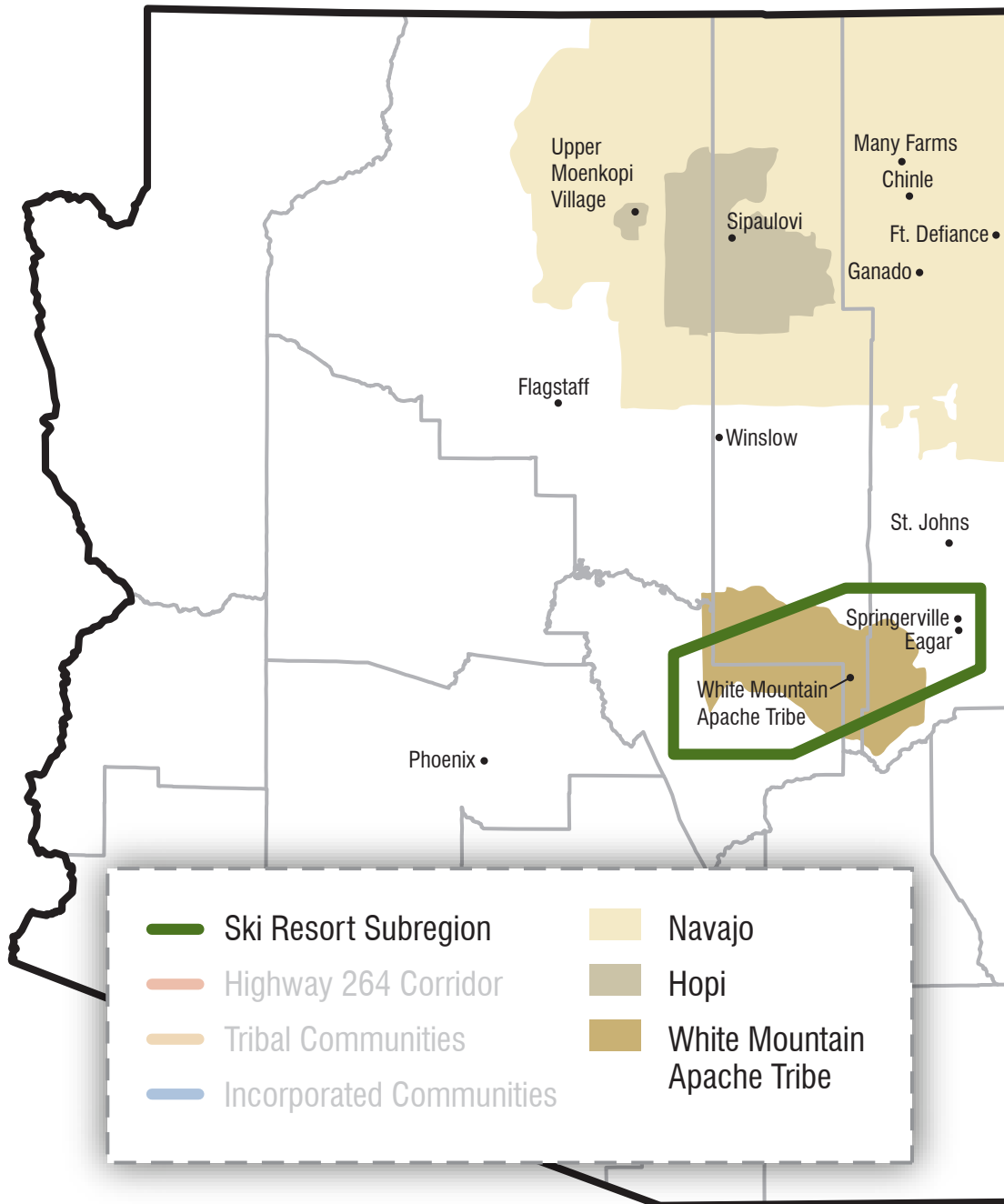
Incorporated Communities

Four communities fall into the Incorporated Communities Subregion: the Town of Eagar, the Town of Springerville, the City of St. Johns and the City of Winslow.



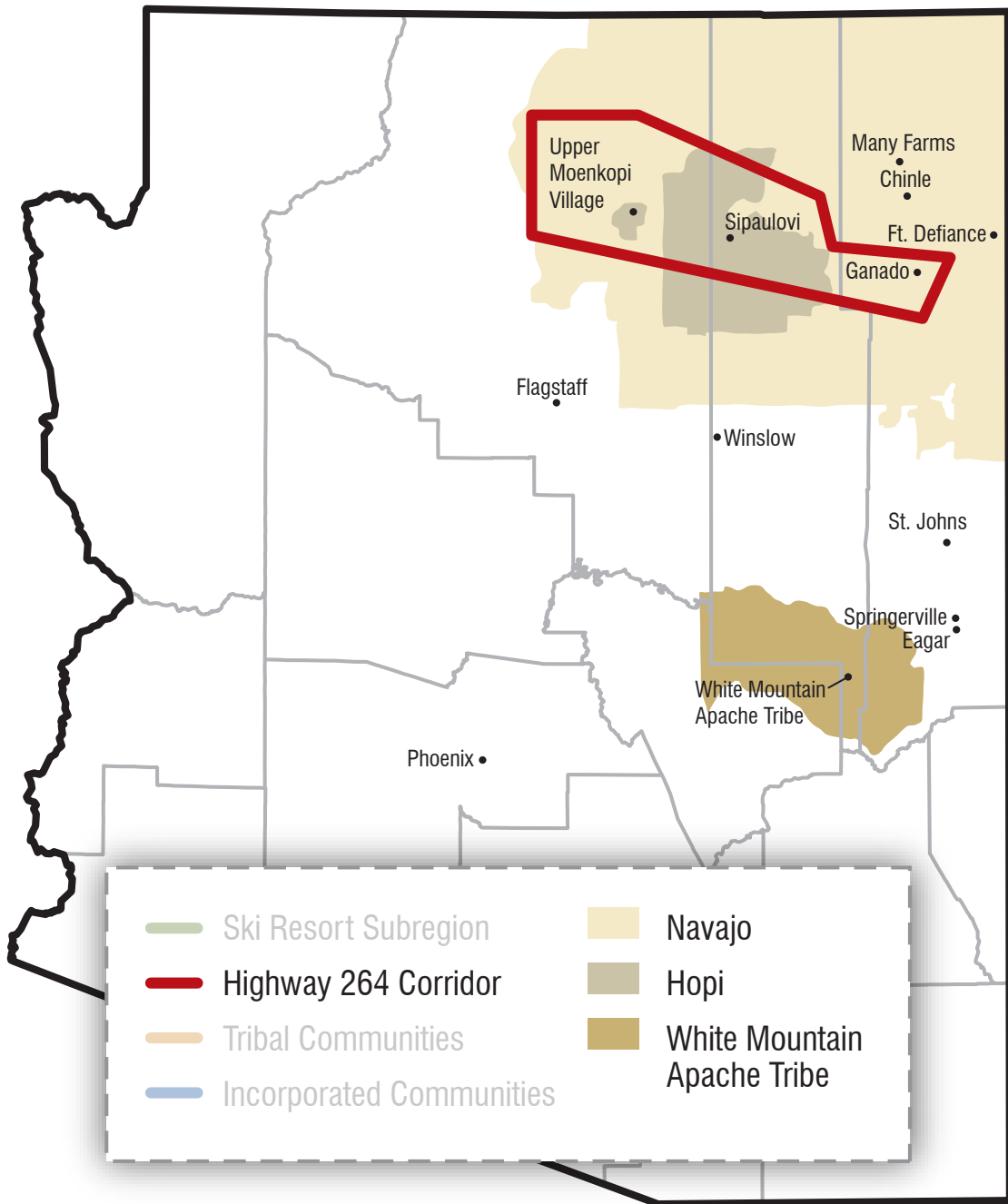
Ski-resort Subregion

Three communities fall into the Ski-resort Subregion: the Town of Eagar, the Town of Springerville and the White Mountain Apache Tribe.



Highway 264 Corridor

Three communities fall into the Highway 264 Corridor Subregion: Sipaulovi, Upper Moenkopi Village and Ganado.



The next section of the regional plan will present the key findings for each of the four subregions.

TRIBAL COMMUNITIES

The Tribal Communities Subregion consists of seven communities on three American Indian Reservations.

Two communities participated from the Hopi Reservation: Sipaulovi and Upper Moenkopi Village. Four communities participated from Navajo Nation: Chinle, Fort Defiance, Ganado and Many Farms. Two communities participated from White Mountain Apache Tribe: Cibecue and White River (one combined plan was developed for the White Mountain Apache Tribe).

The table to the right shows the selected strategies, the Sub-region Strategy Score and the Region Strategy Score. The scores range from 0, forecasting the unlikelihood of successful strategy implementation, to 100, forecasting a very high likelihood of successful implementation. A score is determined by how Steering Committee members perceive how their community compares with respect to relevant key success factors relevant to each strategy.

As the table indicates, there is great similarity between the strategy scores of the Tribal Communities Subregion and the region as a whole. This is primarily due to the fact that seven of the 11 communities participating in the Planning Group efforts were tribal communities.

REGION AND SUBREGION STRATEGY SCORES — TRIBAL COMMUNITIES		
Selected Strategy	Subregion Score	Region Score
Pass-through Visitor Services	76	74
Cultural Tourism	70	67
Education Development	69	65
Health Care	68	62
Attracting Funding	67	60
Environmental Restoration	67	60
Energy Development	60	61
Infrastructure Development	57	56
Destination Tourism	57	54
Local/Regional Tourism	50	57
Business Recruitment	46	45
Value-added Agriculture	43	46
Entrepreneurial Development	42	42
Value-added Forest Products	39	44
Downtown Development	16	25



The restoration of the historic hospital at Ft. Defiance can be a “signature project” inspired and reinforced by the efforts of the Planning Group.

Nonetheless, it is important to note some of the differences between the tribal community scores and the non-Tribal Community scores.

The areas of greatest difference include three strategies in which tribal community scores were higher: Attracting Funding, Environmental Restoration and Health Care. There are significant differences (advantages) for tribal communities for these three strategies.

Tribal communities can have an advantage with respect to Attracting Funding because unique and substantial funding sources exist for these communities. The greatest challenge is developing the human and technical capacity needed to attract such funding.

Environmental Restoration can be a comparative advantage because tribal communities frequently have specific “re-developable” sites upon which they can capitalize.

Health Care is substantially different for tribal communities because virtually all services are provided by Indian Health Services, a federal agency.

Conversely, two strategies scored lower for tribal communities. First, Local and Regional Tourism scored lower, largely due to the remoteness of tribal communities, as well as the lack of funding available for marketing and promotion activities.

Downtown Development scored phenomenally low due to a weakness with all of the Key Success Factors necessary for successful implementation of the strategy. This is largely due to tribal policies concerning land-use and business-site leases.

The table at right presents the specific strategies selected by each of the seven tribal communities.

Noticeably absent on this list of selected strategies is Business Retention and Expansion, perhaps the most popular strategy for non-tribal communities. The absence of the strategy is a silent reminder that business and commerce is so very different on tribal lands. The lack of a sufficient base of local businesses makes this strategy particularly challenging.

SELECTED STRATEGIES FOR TRIBAL COMMUNITIES								
Strategy	Chinle	Ft. Defiance	Ganado	Many Farms	Sipaulovi	Upper Moenkopi	White Mountain Apache Tribe	TOTAL
Pass-Through Visitor Services	✓		✓	✓	✓	✓		5
Attracting Funding			✓	✓	✓	✓	✓	5
Cultural Tourism	✓	✓	✓		✓	✓		5
Environmental Restoration	✓	✓		✓	✓		✓	3
Infrastructure Development				✓	✓		✓	3
Education Development	✓	✓			✓			3
Local/Regional Tourism					✓	✓		2
Energy Development						✓	✓	2
Downtown Development		✓			✓			2
Health Care	✓	✓						2
Destination Tourism						✓	✓	2
Entrepreneurial Development						✓	✓	2
Value-added Agriculture	✓	✓						2
Value-added Forest Products							✓	1
Business Recruitment			✓					1
TOTAL	6	6	4	4	8	7	7	42

Subregional Strengths

Although Building Communities does not deploy a traditional Strengths Weaknesses Opportunities and Threats (SWOT) Analysis, the Key Success Factor Analysis serves a similar and more powerful function. Building Communities has identified 88 Key Success Factors that are relevant for the successful implementation for one or more of the 25 strategies.

The table below presents the regional strengths for the Tribal Communities Subregion for some of the seven Key Success Factor Categories: Assets, Capital, Expertise, Government, Infrastructure, Labor and Location. For comparison purposes, the Key Success Factor score for the region is also shown.

In total, of the 88 Key Success Factors, 18 rate as strengths (by comparison, and shown later, 27 of the factors are shown as weaknesses). On a 0.0 to 4.0 scale, scores of 2.5 or higher are considered strengths.

TRIBAL COMMUNITIES — STRENGTHS			
Category	Key Success Factor	Subregion Score	Region Score
Assets	Existing or prospective cultural attraction	3.9	3.6
	Proximity to nationally recognized attractions	3.6	3.2
	Proximity to travel routes	3.4	3.5
	Financially sound existing health care facility	3.3	2.8
	Expandable educational institutions	3.1	2.9
	Insulation from industrial business annoyances	3.0	2.8
	Availability of energy resources	2.7	2.8
	Desirable climate	2.6	2.8
Capital	Access to long-term infrastructure loans and grants	3.1	3.0
Expertise	Local ability to identify and advance a funding proposal	3.6	3.2
	Competent, strategic minded hospital and health care executives	3.0	2.6
Government	Supportive state energy policies and incentives	2.6	2.5
Infrastructure	Availability of brownfield sites	3.4	2.9
	Land/building/campus for education development	2.9	3.1
Labor	Local, available, low-skill labor pool	2.7	2.3
	Local, available, high-skill labor pool	2.6	2.2
Location	Prospect of an expanded geographic market for health care	3.6	3.2
	Advantageous location for government or education expansion	2.9	2.4
Scores shown in bold reflect Key Success Factors that were scored higher than the region as a whole.			

The following table describes some of the most significant Key Success Factor “strengths.”

TRIBAL COMMUNITIES — SIGNIFICANT STRENGTHS		
Category	Key Success Factor	Observation
Assets	Existing or prospective cultural attraction	This is the highest scoring of all 88 factors. Tribal Communities believe that they have a tremendous story to share about their culture and history
	Proximity to nationally recognized attractions	Steering Committee participants are well aware of the familiarity and popularity of their region as a tourism destination
	Financially sound existing health care facility	In general, it is recognized that Indian Health Services has sufficient financial resources to offer health care services
	Availability of energy resources	Energy resources, and coal in particular, has been a mainstay of the economy for tribal communities
Capital	Access to long-term infrastructure loans and grants	Steering Committee members are aware that government resources, many of them targeted singularly for Indian Tribes, can support infrastructure projects.
Expertise	Local ability to identify and advance a funding proposal	A surprisingly high score, a 3.6 out of 4.0, for grantsmanship, underscores the ability of the region to secure government funding.
	Competent, strategic minded hospital and health care executives	In general, Tribal Communities are very respectful of the capabilities of health care leaders serving their communities
Infrastructure	Availability of brownfield sites	Many tribal communities do have sites that they can clean up and redevelop.
Labor	Local, available, low-skill labor pool	The high unemployment rate signals that there is an available local labor force.

The next table shows the comparative weaknesses for tribal communities. On a 0.0 to 4.0 scale, scores of 1.5 or lower are considered weaknesses.

TRIBAL COMMUNITIES — WEAKNESSES			
Category	Key Success Factor	Subregion Score	Region Score
Assets	Proximity and access to forests and forest products	1.4	1.9
	Proximity to large volumes of agricultural commodities	1.4	1.7
	Sufficient base of local businesses	1.3	1.7
	Quality residential neighborhoods	1.0	1.3
	Available, desirable housing	0.9	1.3
	Existence of recreational amenities	0.9	1.2
	High availability of urban services	0.9	0.8
	Proximity to fisheries commodities	0.4	0.7
Capital	Recognizable central business district/downtown	0.4	0.8
	Access to small business financing	1.1	1.1
	Ability to secure long-term contracts for forest materials	1.0	1.5
	Dedicated local financial resources for staffing recruiters	1.0	1.3
	Local Funding for downtown development	0.6	1.0
Expertise	Sufficient marketing, promotion or public relations budget	0.6	0.9
	Ability to understand industry trends and opportunities	1.4	1.5
	Ability to network and attend relevant trade shows	1.1	1.1
	Dedicated business coaching staff	1.1	1.3
	Staff focused on attracting retirees and/or lone eagles	1.0	1.1
	Downtown organization and staff	0.6	0.8
	Implementation of national Main Street Four-Point Approach	0.3	0.6
Government	Support for attracting retirees	1.1	1.3
	Projected growth in government budgets	0.9	1.2
	Active engagement of downtown building and business owners	0.4	0.8
Infrastructure	Adequate telecommunications infrastructure	1.3	1.5
	Availability of local buildings	1.0	1.0
	Adequate housing for labor force	0.4	1.0
Location	Proximity to scheduled air service	1.0	1.0
<i>Scores shown in bold reflect Key Success Factors that were scored lower than the region as a whole.</i>			

As noted above, there are 27 weaknesses as compared to 18 strengths for tribal Community Key Success Factors.

The following table highlights many of the significant weaknesses that challenge the implementation of many strategies.

TRIBAL COMMUNITIES — SIGNIFICANT WEAKNESSES		
Category	Key Success Factor	Observation
Assets	Proximity and Access to Forests and Forest Products	This is a notable weakness with the exception of White Mountain Apache Tribe. For WMAT, this is an exceptional strength.
	Sufficient Base of Local Businesses	Because there is so little business activity in Tribal Communities, many of the traditional business strategies (Business Recruitment, Business Retention and Expansion, Entrepreneurial Development, etc.) are virtually impossible to implement. Other support organizations such as Chambers of Commerce, representation on the League of Cities, etc. are non-existent as well.
	Available, Desirable Housing	The availability of desirable housing, similar to most tribal reservations, it is a significant weakness.
	Recognizable Central Business District/Downtown	Most of the central business districts are abandoned or in serious disrepair. Each of the tribal communities had a thriving business district at one time. The lack of land-use planning to keep businesses in a central location and the lack of business support services have negatively impacted central business districts in tribal communities.
Capital	Access to Small Business Financing	Small business financing, the "life blood" for most businesses, is severely restrained. Relationships between communities and the Regional Business Development Offices (RBDOs) need greater connectivity. The new Community Development Financial Institution (CDFI) established by Navajo Nation may improve this weakness.
	Sufficient Marketing, Promotion and Public Relations Budget	Many of the strategies, especially tourism strategies, are negatively impacted by the lack of available funding for marketing and promotions. A greater connection between the Navajo Nation Tourism Development Office and the Chapters is needed.
Infrastructure	Adequate Telecommunications Infrastructure	Despite recent efforts by Navajo Nation, for example, many Steering Committee members still believe that telecommunications infrastructure is a significant weakness.

INCORPORATED COMMUNITIES

The Incorporated Communities Subregion consists of four cities or towns in Apache County and Navajo County: the Town of Eagar, the Town of Springerville, the City of St. Johns, and the City of Winslow.

The table at right shows the selected strategies, the Subregion Strategy Score and the Region Strategy Score. The scores range from 0, forecasting the unlikelihood of successful strategy implementation, to 100, forecasting a very high likelihood of successful implementation.

As the table indicates, there is some similarity between the strategy scores of the Incorporated Communities Subregion and the Region as a whole.

For example, Pass-through Visitor Services and Cultural Tourism still rank very high. Education Development also ranks in the top five strategies for both the Subregion and Region.

REGION AND SUBREGION STRATEGY SCORES — INCORPORATED COMMUNITIES REGION		
Selected Strategy	Subregion Score	Region Score
Local/Regional Tourism	70	57
Pass-through Visitor Services	69	74
Cultural Tourism	62	67
Energy Development	61	61
Education Development	58	65
Value-added Mining	53	48
Value-added Forest Products	53	44
Business Retention and Expansion	53	46
Health Care	50	62
Business Cultivation	49	46
Destination Tourism	48	54
Attracting Funding	47	60
Business Recruitment	43	45
Transportation Distribution Center	43	43
Entrepreneurial Development	42	42
Downtown Development	39	25

Surprisingly, the scores for the Incorporated Communities Subregion were very similar to overall scores for the region as a whole. In other words, even with the lack of capacity and assets on tribal reservations, the Key Success Factors generally score the same on-reservation as off-reservation.

Strikingly, the overall scores for a Health Care strategy score lower in Incorporated Communities than the region as a whole. This may be due the relatively high respect that tribal communities have for health services provided by Indian Health Services.

It is notable that none of the Incorporated Cities selected Infrastructure Development as a strategy to implement. This is a statement of general satisfaction of the condition of the municipal infrastructure systems of each of the cities and towns.

Finally, it should be noted that only four of the 11 communities in the overall region selected Business Retention and Expansion—all four were Incorporated Communities.

The next table presents the specific strategies selected by each of the four Incorporated Communities.

Two strategies, Local/Regional Tourism and Business Retention and Expansion, were selected by all four communities, while three strategies were selected by three communities: Education Development, Business Development and Energy Development.

SELECTED STRATEGIES FOR INCORPORATED COMMUNITIES					
Strategy	Eagar	Springerville	St. Johns	Winslow	TOTAL
Education Development	✓	✓	✓	✓	4
Local/Regional Development	✓	✓	✓	✓	4
Energy Development	✓	✓	✓		3
Business Retention & Expansion	✓	✓	✓		3
Business Recruitment		✓	✓	✓	3
Downtown Development		✓	✓	✓	3
Value-added Forest Products	✓	✓	✓	✓	3
Pass-Through Visitor Services	✓	✓			2
Attracting Funding		✓	✓		2
Cultural Tourism		✓			1
Health Care	✓				1
Destination Tourism		✓			1
Entrepreneurial Development			✓		1
Value-added Mining		✓			1
Business Cultivation		✓			1
Transportation Distribution Center				✓	1
Attracting Government Jobs		✓			1
TOTAL	7	14	9	5	35

Subregional Strengths

The following table presents the regional strengths for the Incorporated Communities Subregion for some of the seven Key Success Factor categories: Assets, Capital, Expertise, Government, Infrastructure, Labor and Location. For comparison purposes, the Key Success Factor score for the region is also shown.

In total, of the 88 Key Success Factors, 15 rate as strengths. (By comparison and shown later, 16 of the factors are shown as weaknesses.) On a 0.0 to 4.0 scale, scores of 2.5 or higher are considered strengths.

INCORPORATED COMMUNITIES — STRENGTHS			
Category	Key Success Factor	Subregion Score	Region Score
Assets	Local recreational and visitor attractions	3.5	2.8
	Proximity to travel routes	3.5	3.5
	Desirable climate	3.3	2.8
	Existing or prospective cultural attraction	3.3	3.6
	Availability of energy resources	3.0	2.8
	Proximity to raw materials and minerals	3.0	2.3
	Proximity and access to forests and forest products	2.8	1.9
Capital	Access to long-term infrastructure loans and grants	2.8	3.0
Expertise	Relative sophistication in coordinating and marketing local events	2.8	2.5
	Support from local education professionals at all levels	2.8	2.2
Government	Local pro-business climate	2.8	2.0
Infrastructure	Availability of industrial-zoned land for industrial park development	4.0	2.5
	Land/buildings/campus for education development	3.5	3.1
	Proximity to transmission lines with excess capacity	3.0	2.5
	Availability of local infrastructure	2.8	2.4
<i>Scores shown in bold reflect Key Success Factors that were scored higher than the region as a whole.</i>			

The table below describes some of the most significant Key Success Factor “strengths.”

INCORPORATED COMMUNITIES — SIGNIFICANT STRENGTHS		
Category	Key Success Factor	Observation
Assets	Local Recreational and Visitor Attractions	All of the Incorporated Communities recognize that they have excellent proximity to local recreational and visitor attractions that can draw visitors from Phoenix and other urban areas of the Southwest.
	Proximity to Travel Routes	Not only do the Incorporated Communities have excellent recreational and visitor attractions, but they also have proximity to designated travel routes.
	Desirable Climate	Located near the low-land, high-temperature area, high-population region (Phoenix metropolitan area), Northeast Arizona offers an excellent respite for area residents looking to escape the heat.
	Availability of Energy Resources	Proximity to coal-fired power plants has long been a mainstay employment center for the region.
	Proximity to Forests and Forest Products	The value-added forest products industry has been a significant employer for many of the communities for many decades. Proximity and access to forests remains a relative strength for the region. The creation of the Four Forest Restoration Initiative (4FRI) is a unique partnership between private business and the US Forest Service. The development of this Initiative will certainly aid these communities in the implementation and success of this strategy.
Capital	Access to long-term infrastructure loans and grants	Steering Committee members are aware that government resources, many of them targeted singularly for Indian Tribes, can support infrastructure projects.
Expertise	Relative Sophistication in Coordinating and Marketing Local Events	The region, and the Winslow, Arizona and Springerville-Eagar Chamber of Commerce in particular, has competence and expertise in supporting local events.
	Support from Local Education Professionals at all Levels	The Incorporated Communities have an opportunity to benefit from the expertise and collaborative nature of education professionals at the high school and post-secondary education levels.
Government	Local Pro-business Climate	In general, the governing bodies of the Incorporated Cities are supportive of new business activity within their communities.
Infrastructure	Availability of Industrial-zoned Land for Industrial Park Development	The highest ranking of all Key Success Factors, the availability of industrial land is a significant competitive advantage for this Subregion. All four communities scored this Key Success Factor a perfect 4.0.
	Land/Buildings/Campus for Education Development	Virtually all of the communities score the availability of land for the expansion of community college of college facilities very high.
	Proximity to Transmission Lines with Excess Capacity	Not only does the region have the capability to produce power, but it also will continue to have the ability to transmit power throughout the region.

The table below shows the comparative weaknesses for the incorporated communities. On a 0.0 to 4.0 scale, scores of 1.5 or lower are considered weaknesses.

INCORPORATED COMMUNITIES — WEAKNESSES			
Category	Key Success Factor	Subregion Score	Region Score
Assets	Proximity to fisheries commodities	1.3	0.7
	Proximity to urban population and workforce centers	1.3	1.8
	High availability of urban services	0.8	0.8
Capital	Competitive recruitment incentives	1.3	1.5
	Access to small business financing	1.0	1.1
	Availability of appropriated funds	1.0	1.8
Expertise	Ability to identify product and service gaps	1.3	1.8
	Downtown organization and staff	1.3	0.8
	Implementation of national Main Street Four-Point Approach	1.3	0.6
	Sophisticated tourism development & promotion	1.3	1.5
	Staff focused on attracting retirees and/or lone eagles	1.3	1.1
	Ability to network and attend relevant trade shows	1.0	1.1
	Relationship with site selectors	1.0	1.5
Government	Favorable state policies with respect to office locations	1.3	1.5
Infrastructure	Availability of local buildings	1.0	1.0
Location	Proximity to scheduled air service	1.0	1.0
<i>Scores shown in bold reflect Key Success Factors that were scored lower than the region as a whole.</i>			

As noted above, there are 16 weaknesses as compared to 15 strengths for Incorporated Community Key Success Factors.

INCORPORATED COMMUNITIES — SIGNIFICANT WEAKNESSES		
Category	Key Success Factor	Observation
Capital	Competitive Recruitment Incentives	The Incorporated Communities scored the competitiveness of the incentives available to them at 1.3 on a scale of 0-4.0. Notably, the region has invested in business recruitment and attraction marketing services. The apparent lack of available recruitment incentives is an impairment to the Business Recruitment strategy.
	Access to Small Business Financing	Cities and towns in Northeast Arizona believe that they have a significant comparative disadvantage in providing financial assistance to expanding businesses.
Expertise	Sophisticated Tourism Development and Promotion	Although tourism development is a popular strategy for the region, there is an acknowledgement that the ability to compete to successfully "get the message out" is a challenge.

The table highlights a few of the significant weaknesses that challenge the implementation of some strategies.

SKI RESORT SUBREGION

The Ski Resort Subregion consists of three communities: the Town of Eagar, the Town of Springerville and White Mountain Apache Tribe. Each of these communities has excellent proximity to the Sunrise Park Resort, which is owned and operated by the White Mountain Apache Tribe, and is located on the Fort Apache Indian Reservation. The resort is a year-round recreational destination and offers a wide range of outdoor activities.

This analysis will pay particular attention to the strategies and Key Success Factors related to Tourism Development.

The table at right shows the selected strategies, the Subregion Strategy Score and the Region Strategy Score. The scores range from 0, forecasting the unlikelihood of successful strategy implementation, to 100, forecasting a very high likelihood of successful implementation.

As the table indicates, all four of the tourism strategies score in the top ten of the overall strategies.

Two of the three communities selected Local and Regional Tourism, Pass-through Visitor Services and Destination Tourism.

It is not surprising to see the Ski Resort Subregion select tourism strategies.

REGION AND SUBREGION STRATEGY SCORES — SKI RESORT REGION		
Selected Strategy	Subregion Score	Region Score
Education Development	67	65
Energy Development	65	61
Local/Regional Tourism	65	57
Cultural Tourism	62	67
Pass-through Visitor Services	60	74
Value-added Forest Products	59	44
Attracting Funding	53	60
Infrastructure Development	50	56
Environmental Restoration	50	60
Destination Tourism	49	54
Health Care	49	62
Value-added Mining	47	48
Business Retention & Expansion	30	46
Business Cultivation	29	46
Attracting Government Jobs	29	43
Entrepreneurial Development	28	42
Business Recruitment	27	45
Downtown Development	16	25

Selected Strategies

The next table presents the specific strategies selected by each of the three Ski Resort Subregion communities.

Two strategies, Energy Development and Value-added Forest Products, were selected by all of the communities, showing the desire for supporting existing industry and broad economic diversification in the subregion (in addition to tourism).

SELECTED STRATEGIES FOR "SKI RESORT" COMMUNITIES				
Strategy	Esagar	Springerville	White Mountain Apache Tribe	TOTAL
Energy Development	✓	✓	✓	3
Value-added Forest Products	✓	✓	✓	3
Education Development	✓	✓		2
Local/Regional Tourism	✓	✓		2
Business Retention & Expansion	✓	✓		2
Destination Tourism		✓	✓	2
Pass-Through Visitor Services	✓	✓		2
Attracting Funding		✓	✓	2
Cultural Tourism		✓		1
Environmental Restoration			✓	1
Business Recruitment		✓		1
Downtown Development		✓		1
Health Care	✓			1
Infrastructure Development			✓	1
Entrepreneurial Development			✓	1
Value-added Mining		✓		1
Business Cultivation		✓		1
Attracting Government Jobs		✓		1
TOTAL	7	14	7	28

Subregional Strengths

The table below presents the regional strengths for the Ski Resort Communities Subregion for some of the seven Key Success Factor categories: Assets, Capital, Expertise, Government, Infrastructure, Labor and Location. For comparison purposes, the Key Success Factor score for the region is also shown.

In total, of the 88 Key Success Factors, 18 rate as strengths. (By comparison and shown later, 42 of the factors are shown as weaknesses.) On a 0.0 to 4.0 scale, scores of 2.5 or higher are considered strengths.

“SKI RESORT” COMMUNITIES — STRENGTHS			
Category	Key Success Factor	Subregion Score	Region Score
Assets	Proximity and access to forests and forest products	4.0	1.9
	Availability of energy resources	3.7	2.8
	Desirable climate	3.7	2.8
	Insulation from industrial business annoyances	3.7	2.8
	Local recreational and visitor attractions	3.7	2.8
	Existing or prospective cultural attractions	3.3	3.6
	Expandable educational institution	3.3	2.9
	Proximity to raw materials and minerals	3.3	2.3
	Proximity to nationally recognized attractions	2.7	3.2
Capital	Proximity to travel routes	2.7	3.5
Expertise	Ability to secure long-term contracts for forest materials	2.7	1.5
	Ability to build a team comprised of energy-development experts	3.0	2.2
Infrastructure	Local ability to identify and advance a funding proposal	3.0	3.2
	Availability of industrial-zoned land for industrial park development	4.0	2.5
	Land/building/campus for education development	3.7	3.1
	Availability of brownfield sites	3.0	2.9
	Proximity to transmission lines with excess capacity	2.7	2.5
Location	Prospect of an expanded geographic market for health care	2.7	3.2
<i>Scores shown in bold reflect Key Success Factors that were scored higher than the region as a whole.</i>			

The next table describes some of the most significant Key Success Factor “strengths.”

“SKI RESORT” COMMUNITIES — SIGNIFICANT STRENGTHS		
Category	Key Success Factor	Observation
Assets	Desirable Climate	Climate scored 3.7 out of a possible 4.0 for the Ski Resort Region. This not only reflects the positive summer climate, but also the winter snows that support the Sunrise Park Resort.
	Local Recreational and Visitor Attractions	The Sunrise Park Resort is but one of many local visitor attractions such as Casa Malpais that support the tourism industry of the region.
	Existing or Prospective Cultural Attraction	The communities of the Ski Resort Region have other complementary visitor attractions to draw cultural interests.
	Proximity to Nationally Recognized Attractions	The region has many visitor attractions that draw regional and national interests.
	Proximity to Travel Routes	The state and federal government have designated several of the roads and byways of the sub-region as scenic travel routes.
Expertise	Local Ability to Identify and Advance a Funding Proposal	In order to support tourism development in general, and the ski resort in particular, the region is benefitted by its expertise in successfully seeking financial support.

The following table shows the comparative weaknesses for Ski Resort Subregion communities. On a 0.0 to 4.0 scale, scores of 1.5 or lower are considered weaknesses.

“SKI RESORT” COMMUNITIES — WEAKNESSES			
Category	Key Success Factor	Subregion Score	Region Score
Assets	Existence of recreational amenities	1.3	1.2
	Available, desirable housing	1.0	1.3
	Quality residential neighborhoods	1.0	1.3
	Sufficient base of local businesses	1.0	1.7
	High availability of urban services	0.7	0.8
	Recognizable central business district/downtown	0.7	0.8
	Proximity to fisheries commodities	0.3	0.7
	Proximity to urban population and workforce centers	0.3	1.8
Capital	Access to large-scale capital	0.7	1.8
	Access to small business financing	0.7	1.1
	Sufficient marketing, promotion, or public relations budget	0.7	0.9
	Dedicated local financial resources for staffing recruiters	0.3	1.3
	Local funding for downtown development	0.3	1.0
Expertise	Ability to identify product and service gaps	1.0	1.8
	Ability to successfully market materials	1.0	1.9
	Ability to understand industry trends and opportunities	0.7	1.5
	Sophisticated use of the internet for marketing	0.7	1.7
	Staff focused on attracting retirees and/or lone eagles	0.7	1.1
	Ability to network and attend relevant trade shows	0.3	1.1
	Dedicated business coaching staff	0.3	1.3
	Downtown organization and staff	0.3	0.8
	Ability to compete in a global market	0.0	1.9
	Implementation of national Main Street Four-Point Approach	0.0	0.6
	Relationship with site selectors	0.0	1.5
Government	Local pro-business climate	1.3	2.0
	Support for attracting retirees	1.3	1.3
	Support from local businesses	1.3	1.7
	Active engagement of downtown building and business owners	1.0	0.8
	Community support for needed infrastructure rate increases	1.0	2.0
	Local policies and ordinances supporting quality neighborhood development	1.0	1.8
	Strong relations between economic development organization and local businesses	1.0	2.3
	Strong state and/or federal legislative delegation	1.0	1.7
	Projected growth in government budgets	0.7	1.2
Favorable state policies with respect to office locations	0.3	1.5	
Infrastructure	Adequate housing for labor force	1.3	1.0
	Availability of local buildings	1.3	1.0
	Excess water and sewer infrastructure capacity	1.3	1.9
	Adequate telecommunications infrastructure	1.0	1.5
	High-speed internet	1.0	1.5
Location	Proximity to scheduled air service	1.0	1.0
	Proximity and access to markets	0.7	2.2
	Strategic location for distribution centers	0.0	2.0
Scores shown in bold reflect Key Success Factors that were scored lower than the region as a whole.			

As noted above, there are 42 weaknesses as compared to 18 strengths for Ski Resort Subregion Key Success Factors.

The table below highlights a few of the significant weaknesses that challenge the implementation of many strategies.

“SKI RESORT” COMMUNITIES — SIGNIFICANT WEAKNESSES		
Category	Key Success Factor	Observation
Capital	Sufficient Marketing, Promotion or Public Relations Budget	The communities most proximate to the ski resort do not have significant funding available for tourism promotion.
Expertise	Sophisticated Use of the Internet for Marketing	Successfully promoting tourism opportunities, like other business development opportunities, requires competence in the use of the Internet. This is a relative weakness of the Ski Resort Region communities.
Location	Proximity to Scheduled Air Service	Although scheduled air service is provided to Show Low, the region generally recognizes that scheduled air service is a comparative disadvantage.

One of the recommendations in this plan is to increase collaboration supporting tourism development and promotion. This recommendation supports the focus on improvements and promotion activity for the Sunrise Park Resort.

HIGHWAY 264 CORRIDOR

The Highway 264 Corridor Subregion consists of three communities: Ganado and the Hopi tribal communities of Upper Moenkopi Village and Sipaulovi.

The table shows the selected strategies, the Subregion Strategy Score and the Region Strategy Score. The scores range from 0, forecasting the unlikelihood of successful strategy implementation, to 100, forecasting a very high likelihood of successful implementation.

As the table at right indicates, perhaps the most significant finding is the relatively higher scores for all of the strategies compared to the overall region. In fact, the score of 85 for Pass-through Visitor Services is the highest single-strategy score for any of the subregions in Northeast Arizona.

Also of note is three of the top four scoring strategies are tourism strategies: Pass-through Visitor Services, Local/ Regional Tourism and Cultural Tourism.

Similar to the region as a whole, Pass-through Visitor Services is the number one strategy on the Prioritized Strategy Report.

Other strategies that scored relatively high but are not tourism development strategies, include Education Development, Environmental Restoration and Attracting Funding.

All three of the Highway 264 Corridor communities selected Pass-through Visitor Services, Cultural Tourism and Attracting Funding.

Notably, while the Health Care strategy scored high, none of the Highway 264 Corridor communities selected the Health Care strategy.

While still scoring high, Energy Development was only selected by one of the three Highway 264 Corridor communities.

REGION AND SUBREGION STRATEGY SCORES — HIGHWAY 264 CORRIDOR		
Selected Strategy	Subregion Score	Region Score
Pass-through Visitor Services	85	74
Education Development	79	65
Local/Regional Tourism	77	57
Cultural Tourism	76	67
Environmental Restoration	76	60
Attracting Funding	69	60
Infrastructure Development	65	56
Destination Tourism	65	54
Energy Development	64	61
Business Recruitment	58	45
Entrepreneurial Development	52	42
Downtown Development	22	25

SELECTED STRATEGIES FOR “HWY 264 CORRIDOR” COMMUNITIES				
Strategy	Sipaulovi	Upper Moenkopi	Ganado	TOTAL
Pass-Through Visitor Services	✓	✓	✓	3
Attracting Funding	✓	✓	✓	3
Cultural Tourism	✓	✓	✓	3
Local/Regional Tourism	✓	✓		2
Education Development	✓			1
Energy Development		✓		1
Environmental Restoration	✓			1
Business Recruitment			✓	1
Downtown Development	✓			1
Infrastructure Development	✓			1
Destination Tourism		✓		1
Entrepreneurial Development		✓		1
TOTAL	8	7	4	19

Subregional Strengths

The table presents the regional strengths for the Highway 264 Corridor Subregion for some of the seven Key Success Factor categories: Assets, Capital, Expertise, Government, Infrastructure, Labor and Location. For comparison purposes, the Key Success Factor score for the region is also shown.

In total, of the 88 Key Success Factors, 38 rate as strengths. (By comparison and shown later, 12 of the factors are shown as weaknesses.) On a 0.0 to 4.0 scale, scores of 2.5 or higher are considered strengths.

“HWY 264 CORRIDOR” COMMUNITIES — STRENGTHS			
Category	Key Success Factor	Subregion Score	Region Score
Assets	Existing or prospective cultural attraction	4.0	3.6
	Proximity to travel routes	4.0	3.5
	Local recreational and visitor attractions	4.0	2.8
	Proximity to nationally recognized attractions	4.0	3.2
	Expandable educational institution	3.7	2.9
	Financially sound existing health care facility	3.3	2.8
	Insulation from industrial business annoyances	3.3	2.8
	Availability of energy resources	3.0	2.8
	Desirable climate	2.7	2.8
Capital	Access to long-term infrastructure loans and grants	3.7	3.0
	Access to large-scale capital	3.0	1.8
	Availability of appropriated funds	2.7	1.8
Expertise	Competent, strategic-minded hospital and health care executives	3.3	2.6
	Local ability to identify and advance a funding proposal	3.3	3.2
	Cultural development and advocacy organization	3.0	2.3
	Existing excellence in local health care	3.0	2.3
	Relative sophistication in coordinating and marketing local events	3.0	2.5
	Cooperation of economic development staff and educational community	2.7	2.1
	Sophisticated use of the internet for marketing	2.7	1.7
Government	Strong relations between economic development organizations and local businesses	3.3	2.3
	Local government support	3.0	2.2
	Local focus on revenue from visitors	2.7	2.1
	Strong community support	2.7	2.1
	Supportive state energy policies and incentives	2.7	2.5
Infrastructure	Availability of brownfield sites	3.7	2.9
	Availability of land for business prospects	3.3	2.1
	Land/building/campus for education development	3.0	3.1
	Availability of local infrastructure	2.7	2.4
Location	Prospect of an expanded geographic market for health care	3.7	3.2
	Advantageous Location for Government or Education Expansion	2.7	2.0
	Proximity and access to markets	2.7	1.0

Scores shown in bold reflect Key Success Factors that were scored higher than the region as a whole.

The following table describes some of the most significant Key Success Factor “strengths.”

“HIGHWAY 264 CORRIDOR” COMMUNITIES — SIGNIFICANT STRENGTHS		
Category	Key Success Factor	Observation
Assets	Existing or Prospective Cultural Attraction	All three of the communities scored this Key Success Factor a perfect 4.0. Located both on Historic Route 66 and showcasing authentic Hopi history, the region boasts a significant competitive advantage with respect to culture and tourism.
	Proximity to Travel Route	Also scoring a perfect 4.0, the region has excellent advantages with respect to travel routes that are promoted statewide and nationally.
	Local Recreation and Visitor Attractions	Not only does the region have visitor attractions that will draw people nationally, it also has attractions that will bring people from throughout Northern Arizona to Winslow and the Hopi Reservation.
	Proximity to Nationally Recognized Attractions	The Grand Canyon is the nation’s second greatest visitor destination. In addition, the authenticity of the visitor experience on the Hopi Reservation is outstanding.
	Availability of Energy Resources	The existence of coal-fired power plants has been a significant comparative advantage to the region for years. Challenges to this industry, however, are growing.
	Desirable Climate	This Subregion has all the advantages of the climate both in the summer and winter months.
Capital	Access to Long-term Infrastructure Loans and Grants	The communities of this Subregion believe they have exceptional access to funding to support infrastructure needs.
Expertise	Local Ability to Identify and Advance a Funding Proposal	For many of the projects, and tourism development projects in particular, the ability to successfully seek outside funding for project development is important. This is a comparative advantage for this Subregion.
	Relative Sophistication in Coordinating and Marketing Local Events	With the tourism projects scoring very high, it is important that the communities have the ability to successfully coordinate and promote local tourism events.
Government	Local Government Support	In general, all three communities have a very collaborative approach to supporting projects and development.
	Strong Community Support	In addition to strong support from local government, the population at large is generally pro-growth and development.



Toward the end of the planning process, representatives from several of the sub-regions met to define common problems and formulate solutions.

The next table shows the comparative weaknesses for Highway 264 Corridor communities. On a 0.0 to 4.0 scale, scores of 1.5 or lower are considered weaknesses.

“HIGHWAY 264 CORRIDOR” COMMUNITIES — WEAKNESSES			
Category	Key Success Factor	Subregion Score	Region Score
Assets	High availability of urban services	1.3	0.8
	Proximity and access to forests and forest products	1.3	1.9
	Sufficient base of local businesses	1.3	1.7
	Available, desirable housing	1.0	1.3
	Existence of recreational amenities	1.0	1.2
	Proximity to fisheries commodities	1.0	0.7
	Recognizable central business district/downtown	0.3	0.8
Expertise	Implementation of national Main Street Four-Point Approach	0.7	0.6
	Staff focused on attracting retirees and/or lone eagles	0.7	1.1
Government	Active engagement of downtown building and business owners	0.7	0.8
Infrastructure	Availability of local buildings	1.3	1.0
	Adequate housing for labor force	0.7	1.0

As noted above, there are 12 weaknesses as compared to 38 strengths for Highway 264 Corridor Key Success Factors. The table highlights one of the significant weaknesses that challenge the implementation of strategies.

“HIGHWAY 264 CORRIDOR” COMMUNITIES — SIGNIFICANT WEAKNESSES		
Category	Key Success Factor	Observation
Assets	Recognizable Central Business District/Downtown	In general, the Steering Committees of the region scored their downtowns relatively low. This is of particular importance in Winslow, as the community enjoys a positive “standing at the corner” downtown reputation to build upon.
<i>Scores shown in bold reflect Key Success Factors that were scored higher than the region as a whole.</i>		

QUALITY-OF-LIFE INITIATIVES

Each of the participating communities was asked if they would like to select and implement Quality-of-life Initiatives as a part of the strategic planning effort. Such initiatives are self-selected and self-defined, and contribute to the long-term quality of life of the community.

In general, the tribal communities chose to select and implement such Initiatives while other communities did not.

Below is a summary of the top initiatives.

Housing

Housing was the most frequently selected initiative and indicative of the very poor condition of housing throughout the region, and on tribal reservations in particular. The nature and severity of the problem on tribal lands is beyond the comprehension of many people off reservation. Consider:

- The inability of tribal community members to own land creates a challenging and unique situation
- Traditional mortgages are not an option for tribal members
- Low- and moderate-income housing is in very short supply throughout tribal communities
- There is insufficient housing for those that are slightly over the eligibility income thresholds for low- and moderate-income housing
- Land use and bureaucracy is a constant challenge to advancing housing development
- Access to private funding is nearly impossible
- Adding housing for some communities means meeting the virtually impossible requirement of additional police, fire and emergency services
- Communities need non-profit organizations to apply for, build and manage such housing projects

Tribal Regulatory and Policy Issues

Once again, while most Americans take government systems for granted, the lack of certain abilities such as owning land and property on tribal lands creates a barrier to growth and development.

Improving communications to local tribal leaders and the Bureau of Indian Affairs is seen as a major need and Initiative for some communities. Navajo Nation communities, for example, need assistance to update their Community Land Use Plans (CLUPs) in order to be responsive to future development possibilities.

Community Clean-up

Participants on the Steering Committees take pride in their communities, and want to address roadside trash, derelict and abandoned properties and other community nuisances.

Veterans' Services

As demonstrated at the Navajo Nation Building Summit, there are many Native Americans who courageously give of their time and their lives to serve in the United States military. In Ganado in particular, one initiative is to develop a facility that provides space and programming to such veterans.

Healthcare: Outreach, Prevention and Education

Additional services are needed to promote the physical and emotional health of tribal community members. This initiative is a priority in Sipaulovi in particular.

Summary

Community and economic development strategies are important but many of the communities in the Planning Group, and Tribal Communities in particular, selected Quality-of-life Initiatives in order to proactively address important issues that are not traditional economic strategies. These Initiatives are considered to be equally important as strategies to the communities, and need equal focus as the communities work to implement their local plans. Steering Committee members created action steps to implement their Quality-of-life Initiatives.

COMMUNITY DEVELOPMENT CAPACITY

Capacity, as it relates to community and economic development, is the human, financial and technical ability of a community to implement strategies and initiatives.

Human capacity relates to the people who are paid or volunteer to help implement community priorities. In addition to volunteers who simply give of their time and talent, paid professionals include city managers, county managers, chamber executives, economic development directors, convention and visitor bureaus directors, downtown managers, regional council executives and many others.

Financial capacity relates to the monetary resources available to the community to invest in staffing, training, promotions, planning, infrastructure and other purposes.

Technical capacity relates to the expertise that the community can draw upon from its public and private sector, as well as people from outside the community who have a stake in the future of the community. People who lend their technical capacity to communities are extension agents, economists, energy executives, bankers, consultants, business counselors, communications experts, social media professionals, human resources professionals and others.

The specific talents and expertise needed to implement business development strategies is largely distinct from expertise needed to implement community development strategies.



Every community that participates in Plan Week has a local Steering Committee poised to implement its local plan.

Business Development Capacity

While there are dozens of factors that contribute to the capacity of a community to both define and implement business development strategies, these factors can be categorized into seven distinct elements. The seven elements of Business Development Capacity are:

- Business Development Strategy
- Local Staff and Team Development
- Industrial Land and Infrastructure
- Targeted Industries
- Marketing
- Prospect and Lead Management
- Closing the Deal

Element One: Business Development Strategy

The community needs to determine its desire for—and commitment to—business development, and then outline specific approaches to achieve results.

Element Two: Local Staff and Team Development

It takes the combined effort of professional staff and community volunteers to proactively pursue business development activities.

Element Three: Industrial Land and Infrastructure

Available, cost-competitive land and infrastructure are essential ingredients for existing and prospective businesses.

Element Four: Targeted Industries

Focusing the business development objectives is required in order to effectively impact the marketplace.

Element Five: Marketing

A variety of marketing approaches, ranging from simple and inexpensive to complex and costly, can be employed to reach prospects.

Element Six: Prospect and Lead Management

Quickly and professionally responding to business development prospects is key to creating jobs.

Element Seven: Closing the Deal

Landing the new jobs requires experience with prospects, incentives and contracts.



Local Steering Committees have already begun seeking funding for projects and have started the design phase.

Community Development Capacity

While there are dozens of factors that all contribute to the capacity of a community to define and implement community development strategies, these factors can also be categorized into seven distinct elements. The seven elements of Community Development Capacity are:

- Vision and Strategic Plan
- Project and Issue Advocacy
- Active, Effective Organization
- Capable, Professional Staffing
- Dedicated Community Volunteers
- The Right Attitude
- Balance between Project and Community Advocacy

Element One: Experience with Strategic Planning

A common vision for the future, backed by a plan to achieve it, is a powerful instrument, especially if it is understood and supported by the citizenry. Past experience with creating and implementing such a plan is important.

Element Two: Project and Issue Advocacy

A plan for the future quickly becomes irrelevant if the successful and repetitive implementation of projects and the addressing of issues do not support it.

Element Three: Active, Effective Organization

It takes an organization focused on the implementation of the strategic plan to consistently advocate for priority projects and to address issues.

Element Four: Capable, Professional Staffing

Community Development is a profession, and it is essential that capable people be in the right positions in order for a community to be successful.

Element Five: Dedicated Community Volunteers

While professional staff people are essential, they need the support and active involvement of the citizenry to be effective.

Element Six: The Right Attitude

Communities have a collective attitude about their future. This attitude can either support or hinder community development capacity.

Element Seven: Community Advocacy

Project and issue proponents must keep in mind that their agenda is a subset of the overall direction of the community.

Capacity Summary

Each of the 11 communities that completed Plan Week participated in the Building Communities' Community Organizer Assessment, a tool which assesses and prescribes the civic capacity needed to implement strategies and initiatives.

In short, the communities of the region have a desperate lack of capacity to implement their plans. While other cities, counties and tribes throughout the nation have designated offices and people committed to working directly with communities to help implement their priorities, the availability of such support is extremely low in the region. The lack of such capacity may be the single greatest detriment to successfully implementing the plans developed by the Economic Development Planning Group.

RECOMMENDATIONS

This regional plan represents a tremendous undertaking since January of 2011. All totaled, over 600 people have been involved with this planning process, and there is an expectation that the local plans and this regional plan will make a positive difference in the lives of the people that have been engaged with the process.

This will only happen if the plans are implemented.

As noted in this Regional Plan and in the Community Organizer Assessments for the local plans, there is very low capacity within the region for plan implementation. Cities, counties and tribal governments frequently invest in the human, financial and technical resources for community and economic development. Although such offices are interspersed throughout the region, there still are not enough people dedicated to help these communities implement their plans. As such, several of the recommendations below address this capacity issue.

RECOMMENDATION #1: Establish Regional Capacity to Implement Projects and Initiatives

With the defunding of Economic Development for Apache County, this planning process faces the distinct possibility of losing its momentum and potential to help the communities to implement their plans.

This would be unfortunate, as the participating communities and the region as a whole has better positioned itself to create its desired future and to compete for outside funding to implement local priorities by having locally driven strategic plans in place. Given that over half of the participating communities expressed a desire (and selected “Attracting Funding” as a strategy) to better compete for funding, local momentum must be maintained.

Two chambers of commerce, the Springerville-Eagar Regional Chamber of Commerce and the Winslow Chamber of Commerce, have demonstrated a strong competence and interest in the advancement of the local plans and the need to implement the recommendations. The chambers may be best positioned to help ensure local momentum is not lost while a longer-range solution is found to meet such regional capacity constraints.

In the long run, Apache County, Navajo County and the three tribes would be well served to explore new collaborative approaches to provide staffing and technical assistance for community and economic development on a regional basis. The REAL AZ Corridor effort is a good example of a regional collaboration but is only focused upon business development (not community development), and does not serve tribal interests.

RECOMMENDATION #2: Enhance Local Community and Economic Development Staffing

Very few of the communities in the region have their own community and economic development staff. Given the rural nature of the area and budget constraints, it is not prudent for individual communities to fully fund such staffing.

It does make sense to maintain and bolster community and economic development staffing and technical assistance at the county and tribal levels. The 11 local strategic plans have given the counties/tribes a meaningful work plan to engage local communities. Offering expertise at the county and tribal levels would support the above recommendation for regional capacity.

RECOMMENDATION #3: Implement the Navajo Nation Building Report

The Navajo Nation Building Summit represents a new day for Navajo Nation. At over 300,000 members, Navajo Nation is the largest American Indian Tribe in the United States. Historically, Navajo Nation has struggled economically. In fact, Apache and Navajo Counties represent one of the largest high-poverty regions in the country, and include the largest portion of Navajo Nation—a reservation that covers portions of four states (Arizona, Utah, Colorado and New Mexico).

The only way that this poverty will be addressed is if Navajo Nation itself rises up, builds a better functioning democracy and wisely invests its resources. Perhaps more than any time ever, the stage is set for this to happen. The Navajo Nation Building Summit began the process. The work of the Navajo Nation Resources and Development Committee is making a valuable contribution to this effort. Four Navajo chapters now have local plans to implement. Many others are now voicing support for similar plans.

The Navajo Nation Building Summit Results Report from Workgroups document, formulated by Building Communities, contains hundreds of action items in 15 separate functional areas for Navajo Nation:

Banking	Community Development	Education
Elderly	Environment & Natural Resources	Health and Social Services
Housing	Infrastructure	Public Safety
Telecommunications & Utilities	Transportation	Veterans
Women	Workforce Development	Youth

Now is the time to take collective action to prioritize the recommendations from the Summit, and to implement the priorities.

A significant opportunity now exists for the Navajo Nation Economic Development Department to lead this implementation, and to better connect with local chapters. Chapters with local strategic plans are ready for assistance. Connecting the strategic plans with local Community Land Use Plans (CLUPS) is another needed step.

Federal agencies that typically work with tribes should capitalize on this window of opportunity to assist Navajo Nation. Tribally generated funding sources for infrastructure and community improvement are emerging. These funds should not only be invested wisely, but they should be used to leverage state and federal resources to build a new, long-term positive future for 300,000 Navajos.

RECOMMENDATION #4: Establish Tribal Non-profit Development Corporation Structures

Tribal communities are faced with constant community and chapter leadership turnover, making community and economic development activity, requiring years to implement, virtually impossible. Tribal communities need to develop legal structures--non-profit development corporations with separate boards from tribal governance boards.

One example of how a separate development corporation can develop large-scale economic development projects is the Moenkopi Developers Corporation, which has developed the Moenkopi Legacy Inn and Suites, as well as other developments at Upper Moenkopi Village.

If tribal communities and chapters are going to successfully implement the scale of improvements needed to truly impact their direction and economic condition, then establishing such “organizational capacity” is imperative.

RECOMMENDATION #5: Collaborate on Regional Tourism Development and Promotion

As the table shows, all 11 Plan Week communities selected at least one of the four tourism development strategies. Proximity to the Grand Canyon and Canyon de Chelly, combined with interest in American Indian culture and access to the Sunrise Park Resort, provides the region with a tremendous opportunity for collaboration to bolster the visitor industry.

SELECTED TOURISM STRATEGIES BY COMMUNITY												
Tourism Strategy	Chinle	Eagar	Fl. Defiance	Ganado	Many Farms	Sipaulovi	Springerville	St. Johns	Upper Moenkopi	White Mountain Apache Tribe	Winslow	TOTAL
Pass-Through Visitor Services	✓	✓		✓	✓	✓	✓		✓			7
Cultural Tourism	✓		✓	✓		✓	✓		✓			6
Local/Regional Tourism		✓				✓	✓	✓	✓		✓	6
Destination Tourism							✓		✓	✓		3
TOTAL	2	2	1	2	1	3	4	1	4	1	1	22

The region should coordinate with the Arizona Office of Tourism to build greater partnerships for tourism development and promotion.

RECOMMENDATION #6: Take Proactive Strides to Work Together

Successfully implementing community and economic development plans requires teamwork. This teamwork is necessary within organizations, within communities and within and across the region.

Working together as a team, however, has been challenging for several of the communities--and for the region as a whole.

At the community level, local power struggles can leave many projects on the drawing board. Changes in elected, and sometimes volunteer, leadership can result in entire plans being shelved. For this planning process to be successfully implemented, the strategies, initiatives and projects must transcend local leadership changes.

At the regional level, the entire planning process was challenged by some as a top-down, government-directed process to take control of people's property, freedoms and lives. This occurred despite the fact that the planning process was completely designed and controlled by local leaders and staff.

People throughout the region should not only examine this Regional Plan, but all of the local plans which are posted on the Apache County website. People should ask: "What is in these plans that takes our power and control away?" This planning process has been a ground-up effort that involved dozens of local planning sessions to listen, understand and write local action steps designed to give local people the power to advance their communities in the way they desire.

RECOMMENDATION #7: Implement the Local Plans with Continued Support from HUD and BIA

The local community and economic development strategic plans contain hundreds of action steps, all written by local community members, designed to create jobs and improve local quality of life. These plans should be implemented without hesitation. In effect, this recommendation encompasses all of the recommendations in the 11 local plans, as well as the Navajo Nation Building Report.

Tremendous progress could be made if the Bureau of Indian Affairs would proactively work with the three tribes to help implement the regional and local (chapter) plans. One specific example is the desire that several of the tribal communities have to rehabilitate and reuse historic tribal buildings for emerging community priorities. Another example is plans by White Mountain Apache Tribe to redevelop Whiteriver, including the relocation of the BIA office facility.

The funder of this planning effort, U.S. Housing and Urban Development, is currently looking to refine its programming to have a greater focus on supporting the implementation of plans throughout the country. This new direction should be supported by Congress and implemented by the agency in conjunction with the other agencies in the Sustainable Communities Partnership. Such resources would be put to good use by the communities participating in this effort.

WHAT SUCCESS MAY LOOK LIKE IN 2018:

FOUR REGIONAL STRATEGIES

Because most of the “action” to create jobs and improve quality of life is at the local level (and defined in the 11 local plans), it is difficult to envision the regional benefits that this plan could bring about.

The time horizon for most regional plans is 20 years. In other words, the vision and benefits resulting from the plan should be viewed with the year 2033 in mind.

Given the fragile beginning to regional cooperation established by this planning process, it is more practical to paint a picture of what success may look like five years from now.

Below are four regional strategies relevant to the direction the communities and region have defined in this plan. These “success stories” are hypothetical examples that showcase the possibilities that are made possible by implementing the local and regional plans.

Success Story #1: Regional Tourism

Tourists on the Hopi-tribe-owned tour bus just finished the fifth day of their eight-day tour of northern Arizona. Tribal members from the White Mountain Apache, Navajo and Hopi greeted them at the Phoenix Sky Harbor International Airport earlier in the week. They toured the Salt River Canyon, Casa Malpais Archeological Park, Canyon de Chelly National Monument, Four Corners, Second Mesa and several communities and attractions throughout the region.

Repeat travelers commented on how much more they now understand the history and culture of the people of the region because they could purchase the deluxe package that allowed them to spend the evening in the 500-year-old homes at Oriabi, a community that has been continuously inhabited since 1100 AD.

Travelers all expressed how this was the finest tour of its kind, and they had yet to experience the Grand Canyon, the nation’s second largest visitor attraction. They were in for a real treat the next day, as the Navajo Nation Gap Chapter had just finished the ribbon cutting ceremony on their new cultural center and hotel, a development that won three national awards for design that preserved the natural environment, while meeting LEED energy design standards.

As the travelers toured the recently expanded Moenkopi Legacy Inn and Suites complex, which now includes a new housing development, commercial buildings, walking trails and Farmer’s Market gazebo, they considered the majesty of the San Francisco Peaks and the setting sun.

The Hopi Culture Dance was set to begin, and local artisans flocked to the gazebo where they would showcase the latest products of their uncommon skill—Kachina ceremonial dolls. The commercial buildings were not just filled with travelers from throughout the world, but also with young Hopis and Navajos who were checking their social media and websites to see how business was for the day.

The travelers would soon be back on their plane headed for Seattle, New York, Miami and Amsterdam but not before they signed up for the region’s tourism newsletter that would inform them of new developments, attractions and promotions for 2019.

Success Story #2: Value-added Forest Products

The Chief of the U.S. Forest Service took a seat to a standing ovation of over 500 people after his keynote address at the 2018 annual banquet of the Springerville-Eagar Regional Chamber of Commerce. He had just awarded the Northern Arizona Wood Products Association the agency’s highest award, and proclaimed the region a national example of how collaboration works to advance environmental and economic goals. The Chief acknowledged the critical role the White Mountain Stewardship Project played in the early years, and indicated that the goals and practices of the 4FRI collaboration would become a permanent feature of Forest Service programming.

At the head table were industry, environmental, and Forest Service leaders who agreed that if other regions of the nation could follow this example, there would be more jobs, less catastrophic fires and healthier forests from coast to coast.

The Chief’s address was then followed by announcements that Vaagen would be expanding its high-production, small-diameter log mill in Eagar; the FATCO mill at Whiteriver was profitable and providing bonuses to Apache workers throughout the reservation; innovations at Winslow Wood Products (the successor to Pioneer Forest Products) would create better efficiencies in timber harvest and lumber production and many smaller forest-related business enterprises were realizing record sales. He closed by highlighting the benefits and recreational attributes of the Apache-Sitgreaves National Forest, the largest ponderosa pine forest in North America.

The Center for Biodiversity reported that the balanced approach to managing the national forests of the region had significantly lowered the risk of a third catastrophic forest fire in the region.



The region has tremendous forest resources that are beneficial to the natural environment and the economy.

With the stable economy, over 50 new commercial and professional businesses were established in Eagar, Springerville, St. Johns and Winslow, and main street revitalization projects were underway in all three communities. The Arizona Department of Transportation collaborated with four communities to build new streetscape amenities.

The health of the local economy also gave confidence to area hospitals that they could move forward with their long-range master plans and to recruit new physicians that would keep people from travelling out of region for medical services.

The extension of the public transit system from Show Low to communities within one hour brought safer, two-way traffic within the region, and allowed low- and moderate-income people new options for shopping, social service and medical appointments.

Success Story #3: Environmental Restoration

The five communities that selected Environmental Restoration met in late 2013 and discovered they had two things in common: they were all tribal communities and they all had a desire to restore not only the environmental condition, but the structural condition, of key historic structures in their community.

Fort Defiance had a historic hospital covering two city blocks, other communities had former gas stations, while still others had historic commercial structures that stood as vacant reminders of a better past.

The communities also knew they wanted to create jobs but they lacked existing land that was permitted for development. The time consuming, complicated process for getting the legal rights to access and develop property was overwhelming. Redeveloping centrally located buildings was the best way to proceed.

With their strategic plan in hand, the communities were able to approach their respective tribal governments in a much more effective way for the technical and financial resources needed to design, plan and build their renovated facilities. Federal agencies that managed competitive grant programs seldom before seen tribal communities with such a long-term, cogent plan for their future. The agencies not only approved grants for planning and development, but showcased the projects and communities at national conferences and webinars.

The success of these communities caused other tribal (and non-tribal) communities that had not been a part of the Planning Group's efforts to emulate the winning ways of Planning Group communities. Soon, the tribal governing boards at Navajo Nation, Hopi and White Mountain Apache Tribe were establishing grant programs of their own to reward such effective planning and implementation for all of their communities.

The new developments brought new pride to the communities. For some communities, the gains have been modest thus far. An old gas station became a new convenience store and laundry in one town. Affordable housing was established in a centrally located historic structure in another. In Whiteriver, the BIA office was relocated to Ft. Apache

and a new city center was constructed that provided all of the services that the people of the community sought. Recruiting a modern grocery store became the catalyst for the complete development of a master plan that transformed the community.

The crown jewel is the renaissance at Ft. Defiance. Due to a historic agreement with Indian Health Services, the three-story, 60,000-square-foot hospital campus has been transformed into a hotel, restaurant, cultural center, arts and crafts studio and classroom and museum. The outlying buildings now provide space for a wellness center and other social services. The campus is used weekly for a farmer's market that brings people from over 100 miles away to enjoy the renovated community and benefit from new access to fresh foods.

Beyond the physical and economic improvements is another benefit that means even more to the people of the community. Fort Defiance was the first military fort to be established in what is now Arizona. While it has been a place of great hardship as the starting point for thousands of Navajos on the "Long Walk" to Fort Sumner, anthropologists maintain that this turbulent piece of history is central to the modern Navajo's identity. The restoration is far more than the restoration of buildings; it is the new beginning for the soul of the people.

Success Story #4: Powerful Regional Collaboration

Navajo Nation leaders look back to 2012-2013 and realize that it was not only the regional plan, but a total resurgence of leadership and initiative that put America's largest tribe on a course for prosperity and growth.

Although the tribe had created a Permanent Trust Fund in 1984, the people did not have the "permanent trust" in their governance system to authorize the expenditure of the funding--until now.

The regional planning process caused an increase in the communication between leaders on the tribal governing board and leaders at the chapter level. Chapter leaders began to understand and trust that their national leaders truly did have the long-term interest of all of the people in mind. National leaders began to see local plans that made sense and would contribute to better economic times for the entire nation.

A national referendum on the use of 50% of the Permanent Trust Fund was approved by a large majority of the people, and a well understood system of bonding and grants began to support the top priority projects that not only contributed to the nation as a whole, but also implemented local community and economic development strategic plans.

State and national foundations, eager to reinforce the bold new leadership at Navajo Nation, created a pool of matching funds focused on the preservation of the culture, history and language for all three of the participating Planning Group tribes.

The success of Navajo Nation, combined with the endorsement of the foundations and the burgeoning regional tourism collaborative, provided the spark needed to cause the Planning Group to establish a non-profit corporation, Northeast Arizona Unlimited. The new non-profit formalized the goals and plans originally developed in 2012/2013, initiated a region-wide update of all the local plans, and provided a formal governance structure for the continued implementation and updating of the regional plan.

The new non-profit supported the community development, tourism development and business development priorities of the entire region.

ECONOMIC DEVELOPMENT RESOURCES

Below is a list of resources for Arizona communities and tribes related to community and economic development. The list is not intended to be comprehensive, but rather a beginning point for communities to search for resources to implement their projects.

All Communities

<http://www.co.apache.az.us/Departments/CountyManager/EDAC.html>
<http://www.azcommerce.com/>
<http://www.realazcorridor.com/programs/>
http://portal.hud.gov/hudportal/HUD?src=/program_offices/sustainable_housing_communities
<http://www.eda.gov/>
<http://www.rurdev.usda.gov/Home.html>
<http://www.grants.gov/web/grants/home.html>
http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs
<http://www.sustainablecommunities.gov/>
<http://sclearningnetwork.org/>
<http://www.buildingcommunities.us/>
<http://foundationcenter.org/>
<http://www.nado.org/>
<http://icma.org/en/icma/home>
<http://www.naco.org/Pages/default.aspx>
<http://www.azleague.org/>
<http://www.azcounties.org/>
<http://www.aaed.com/>

Tribal Communities

<http://www.bia.gov/>
http://www.azcia.gov/tribal_liaison_group.asp
<http://urbanland.uli.org/Articles/2011/Mar/AlvarezNative>
<http://www.navajobusiness.com/doingBusiness/BusinessIncentives/BusIncentives.htm>
<http://azcia.gov/TEDTF.asp>
<http://itcaonline.com/>
http://www.aztribaltransportation.com/PDF/Funding_Guidebook_Draft_09.2009.pdf
<http://www.azdhs.gov/diro/tribal/>
<http://eda.gov/annualreports/fy2012/states/az.htm>
<http://www.acf.hhs.gov/programs/ocs/resource/fy-2012-cr-tribal-awards>
<http://www.usa.gov/Government/Tribal/jobs.shtml>
http://www.irs.gov/pub/irs-tege/tribal_business_structure_handbook.pdf
<http://www.tribalcollegejournal.org/archives/23029>
<http://www.franke.nau.edu/caied/index.asp>
<http://www.ncaied.org/>
<http://www.nni.arizona.edu/whatwedo/research.php>

GLOSSARY OF TERMS

Attracting Funding is a strategy communities may use to secure money for economic and community development projects.

Attracting Government Jobs presents communities an opportunity to attract and help state and federal agencies relocate or establish new offices/facilities in their area.

Attracting Lone Eagles is a strategy that recognizes many professionals and small businesses can now locate almost anywhere they want because of increasing telecommunications capacity. The challenge is providing the amenities they expect.

Attracting Retirees presents communities that have quality-of-life advantages the opportunity to attract retirees as permanent or part-time residents who will spend all or a portion of their retirement income/savings locally.

Bedroom Community is a strategy that recognizes the likely absence of many of the key success factors needed to pursue other strategies but includes a focus on development of high-quality housing and provision of local services.

Business Cultivation combines import substitution opportunities and work by industrial cluster teams. This is a more in depth approach to business retention and expansion.

Business Recruitment is a set of activities designed to encourage businesses outside the community to relocate within it. This work is directed at shifting or expanding existing jobs from one location to another.

Business Retention and Expansion focuses on encouraging existing local businesses to remain in the community and/or expanding their operations and workforce.

Cultural Tourism relies on a community's capacity to provide visitors from out-of-state with high quality experiences related to the arts, including performing and visual, local history and seasonal events such as large agricultural fairs.

Destination Tourism is often the highest value tourism development strategy because it capitalizes on regionally or nationally recognized attractions near communities. Such attractions draw a large number of visitors, many of whom spend more dollars than the average tourist.

Downtown Development includes a wide range of activities a community can undertake to preserve, develop and promote its downtown/central business district in order to increase business investment and activity.

Education Development presents communities the opportunity to retain, upgrade and create jobs, including higher paying jobs, by providing post-secondary education and training.

Energy Development is rapidly expanding in an industrial sector that increasingly focuses on renewable resources. Communities located close to such resources may be able to capitalize on them as well as traditional resources to create higher-paying jobs.

Entrepreneurial Development is a set of activities designed to encourage and support aspiring and existing entrepreneurs to establish and/or further develop their businesses.

Environmental Restoration presents the opportunity to create jobs by reclaiming land (Brownfield's initiatives, e.g.) for industrial and business parks, improving forest health, increasing potable water supplies, etc.

Health Care expansion is a strategy communities may pursue to increase quality of life and develop new businesses. The aging US population and increasing demand for more specialized services and products gives this strategy long-term viability.

Infrastructure Development is a strategy that communities may use to invest in water, sewer, transportation and other infrastructure to encourage additional investment, create employment opportunities, increase capacity and stimulate future desired development.

Leading-edge Development is a strategy that harnesses the intellectual and creative capacity of a community to research and develop ideas into products, especially in new technologies, e.g., information processing, bio-sciences.

Local/Regional Tourism is a strategy communities may pursue that do not have a destination attraction or significant cultural/historic/environmental assets in their immediate area but can provide events and other experiences that draw visitors from within the region.

Pass-through Visitor Services is a strategy that may be employed by communities to capture dollars spent by visitors for services they need and want on their way to other destinations.

Transportation Distribution Centers are needed by mid-size to large companies as a cost-effective means for transporting goods from manufacturing sites to retail outlets. Communities with suitable transportation infrastructure and location advantages may capitalize on this strategy.

Value-added Agriculture is the establishment or expansion of area businesses that add value to raw agricultural commodities before they are purchased locally or exported. Producing and selling sugar from sugar cane and organic fruit, nuts and vegetables are examples.

Value-added Fisheries business development is a strategy that fresh and salt water coastal communities may pursue. Sport fishing and the processing/canning and sale of fish are examples.

Value-added Forest Product presents a strategy that communities located close to forest lands may pursue. Producing lumber, furniture, pallets and other wood products, especially for export, are examples.

Value-added Mining presents business development opportunities for communities that have accessible rock and mineral resources that can be processed for sale and export. Production and sale of copper and other metals, as well as pottery from local clay deposits, are examples.