

# NA' NI' Á HASÁNÍ

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## CAMERON CHAPTER

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### NAVAJO NATION

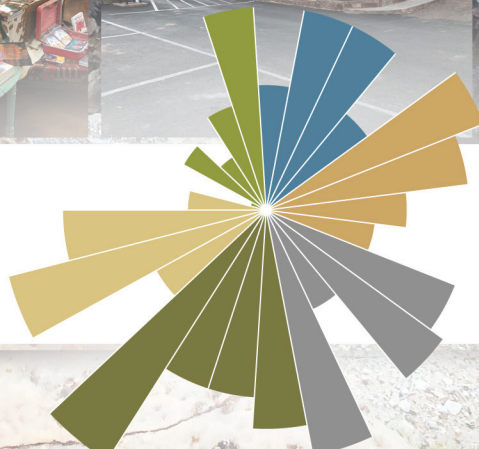
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# RECOVERY PLAN

JUNE 2020



Native Builders LLC







## Dedication

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**”** Dedicated to the thousands of Navajo people that had their homes—indeed, their lives—frozen in place from 1966-2006 as a result of a federal government decision to address the Navajo-Hopi Land Dispute. May the Navajo Thaw Implementation Plan help you to realize your hopes and dreams. **”**

# Cameron Chapter Recovery Plan

June 2020



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# Table of Contents

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<b>Executive Summary</b>	<b>.....</b>	<b>.....</b>
■ The Genesis of the Navajo Thaw Implementation Plan	.....	i
■ About Native Builders and Building Communities	.....	v
■ Cameron Chapter Navajo Thaw Implementation Plan Planning Participants	.....	vi
■ Navajo Thaw Philosophy	.....	vii
■ About the Navajo Thaw	.....	viii
■ Cameron and the Bennett Freeze	.....	x
■ Feedback and Update on Chapter Recovery Plan	.....	xi
<b>1. Plan Week Results</b>	<b>.....</b>	<b>1.1</b>
■ Overview	.....	1.2
■ Strategy Selection Process	.....	1.3
■ SWOT Analysis	.....	1.4
Assets Key Success Factors	.....	1.6
Capital Key Success Factors	.....	1.7
Expertise Key Success Factors	.....	1.8
Government Key Success Factors	.....	1.9
Infrastructure Key Success Factors	.....	1.10
Labor Key Success Factors	.....	1.10
Location Key Success Factors	.....	1.11
Community Thumbprint <sup>(TM)</sup> Denoting Selected Strategies	.....	1.12
<b>2. Selected Strategies</b>	<b>.....</b>	<b>2.1</b>
■ Strategy Selection Process	.....	2.2
■ Recommendations for Implementation	.....	2.3
■ Attracting Funding	.....	2.6
■ Attracting Government Jobs	.....	2.8
■ Attracting Lone Eagles	.....	2.10
■ Attracting Retirees	.....	2.12
■ Bedroom Community Development	.....	2.14
■ Business Recruitment	.....	2.16
■ Business Retention and Expansion	.....	2.18
■ Cultural Tourism	.....	2.20
■ Destination Tourism	.....	2.22
■ Downtown Development	.....	2.25
■ Education Development	.....	2.27
■ Energy Development	.....	2.29
■ Entrepreneurial Development	.....	2.32
■ Environmental Restoration	.....	2.34
■ Health Care Expansion	.....	2.36
■ Infrastructure Development	.....	2.38
■ Leading-edge Development	.....	2.40
■ Local/Regional Tourism	.....	2.43
■ Pass-through Visitor Services	.....	2.45
■ Value-added Agriculture	.....	2.47
■ Value-added Forest Products	.....	2.49
■ Value-added Mining	.....	2.51
<b>3. Quality-of-Life Initiatives</b>	<b>.....</b>	<b>3.1</b>
<b>4. Chapter Demographics</b>	<b>.....</b>	<b>4.1</b>

<b>5. Chapter Budget</b>	<b>5.1</b>
<b>6. Capital Improvement Plan (CIP)</b>	<b>6.1</b>
<b>7. Community Land Use Plan (CLUP)</b>	<b>7.1</b>
<b>8. Housing Assessment</b>	<b>8.1</b>
<b>9. Housing Escrow Funds</b>	<b>9.1</b>
<b>10. WHPacific Plan</b>	<b>10.1</b>
<b>11. Western Navajo Pipeline Project</b>	<b>11.1</b>
<b>12. Swaback Partners Report</b>	<b>12.1</b>
<b>Appendices</b>	<b>A.1</b>
■ A. Prioritized Strategy Report	A.2
■ B. Planning Methodolgy	A.3

## The Genesis of the Navajo Thaw Implementation Plan

### The Bennett Freeze

The Bennett Freeze was a development ban on 1.5 million acres of Navajo lands by the US Federal Government. It was put in place in 1966 in order to promote negotiations over a land dispute between the Navajo and the Hopi and lasted until 2009. It was named for the Commissioner of Indian Affairs at the time, Robert L. Bennett and meant that in the “frozen” area, no development at all could occur. This included fixing roofs, building houses, constructing gas and water lines, and repairing roads.

### Creation of Navajo and Hopi Reservations

The Bennett Freeze has its origins in the treaty of Bear Springs of 1868 that established a reservation for many Navajo. This was the result when the Navajo Tribe was at war with the US army. As part of this conflict, the Kit Carson Campaign sought to end the traditional Navajo way of life through a scorched earth policy. Unable to live on their land, many took the Long Walk of the Navajo to internment at Fort Sumner in New Mexico.

In 1868, the Navajo signed a treaty with the US government which established a reservation. The initial boundaries were a part of their traditional land base. Other areas were added to in 1878 and 1880.

In 1882, President Chester A. Arthur created an area of land designated for the Hopi tribe and other tribes the Secretary of the Interior might settle on Hopi lands. It was decided the Hopi allotment would be a rectangle framed by lines of latitude and longitude, exactly one degree by one degree, and it left out the significant Hopi village of Moenkopi. It also included areas used by Navajos.

Despite the legal uncertainties of property ownership in the overlapping portions of Navajo and Hopi land, the two tribes co-existed without incident for many decades to come. The sparsely-populated nature of the land in dispute and the differing traditional ways of life of the two tribes kept resource conflicts to a minimum.

### The History of the Bennett Freeze

As a result of the 1966 Hopi-Navajo Land Claims case, the Commissioner of Indian Affairs Robert L. Bennett created a development ban for Navajo living in the former Joint Use Area. The intent was to reduce tensions by essentially forcing Navajo families to leave the area. However, many Navajo people continued to reside in the contested area.

### Mineral Rights

The land that makes up the Navajo Reservation contains rich deposits of coal and uranium. Generally considered barren rangeland at the time of its creation, the subterranean mineral richness of the area was not fully known or appreciated when the Navajo Reservation was first allotted by the US government, nor when it established the Hopi Reservation.

In 1919, a mining consortium became interested in the coal potential of the western portion of the Navajo Nation. The uncertain nature of land ownership and the rights associated with it became a major issue for the Hopi, Navajo and private mining interests. Competition for the land continued, especially over large coal-containing areas under Black Mesa.

As part of World War II and the Cold War, uranium was mined on both Navajo land and later in the Joint Use Area.



## Joint Use Area

In 1962, the Supreme Court ruled in *Healing v. Jones* that there should be a “Joint Use Area” for both tribes, but tensions continued. The Freeze was intended to be temporary incentive to make the two tribes negotiate over the land, but an agreement was never reached. Under it, Navajo and Hopi would have to “agree upon any proposed economic activity in the area prior to undertaking that activity”. This meant the start of many hardships for the thousands of Navajos and Hopi affected because the Freeze essentially halted all economic development in the area. Additionally, there was constant conflict revolving around access to sacred sites.

In 1966, Peabody Coal starting mining on Black Mesa. Revenues from the lease agreement were shared between the Navajo and Hopi.

## Changes in the Joint Use Area

In 1972, Assistant Interior Secretary Harrison Loesch tried to decrease the severity of the situation by “unfreezing” some of the areas. However, because these areas were primarily Hopi and therefore hardly any more Hopi territory was affected by the Freeze, the Hopi essentially had unilateral veto power for proposed projects. Recognizing this problem, the Commissioner of Indian Affairs Morris Thomson gave his office the authority to override any improvement requests that the Hopi had rejected in 1976. The

Navajo-Hopi Land Settlement Act of 1974 was a further attempt to reduce tensions by forcing Hopis off of lands reserved for Navajos and vice versa. Under this act, 6,000 Navajos had to leave their homes and once again, tensions were not reduced. Some claim that the primary beneficiary of this act were actually coal companies, specifically Peabody Coal, who would gain land access. They also posit that the conflict between the Navajo and Hopi was greatly exaggerated precisely to gain access to these resources.

In 1980, the U.S. government tried to intervene again. However, as the government itself admitted in Senate Report 100-462, “the result [of past US actions] has been that the Native Americans living in the Bennett Freeze region reside in conditions that have not changed since 1966 and need to be improved.”

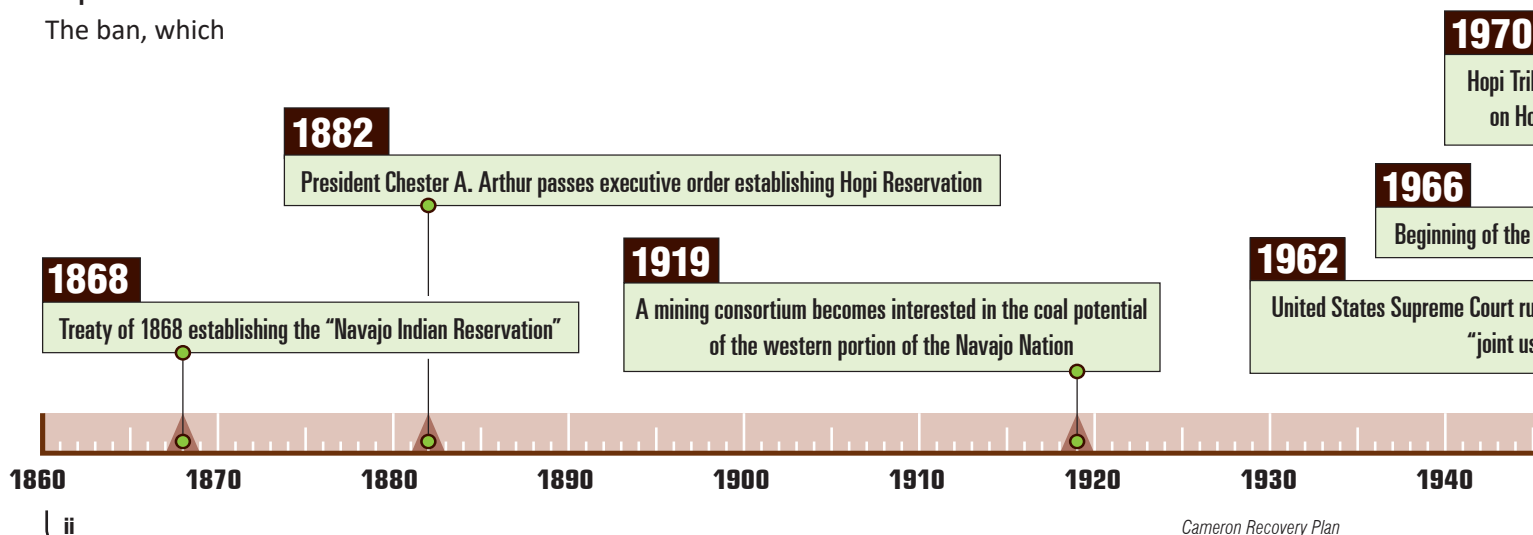
In 2005, Senator John McCain (R-Arizona) introduced Senate Bill 1003: Navajo-Hopi Land Settlements of 2005. The bill passed the Senate and included provisions such as amendments to the “Joint Use Area” established in 1880.

In 2009, the development ban was lifted by President Obama.

In 2010, Representative Ann Kirkpatrick (D-Arizona) introduced legislation to allocate more funds to the Former Bennett Freeze Area, but the bill did not pass.

## Impact of Bennett Freeze

The ban, which

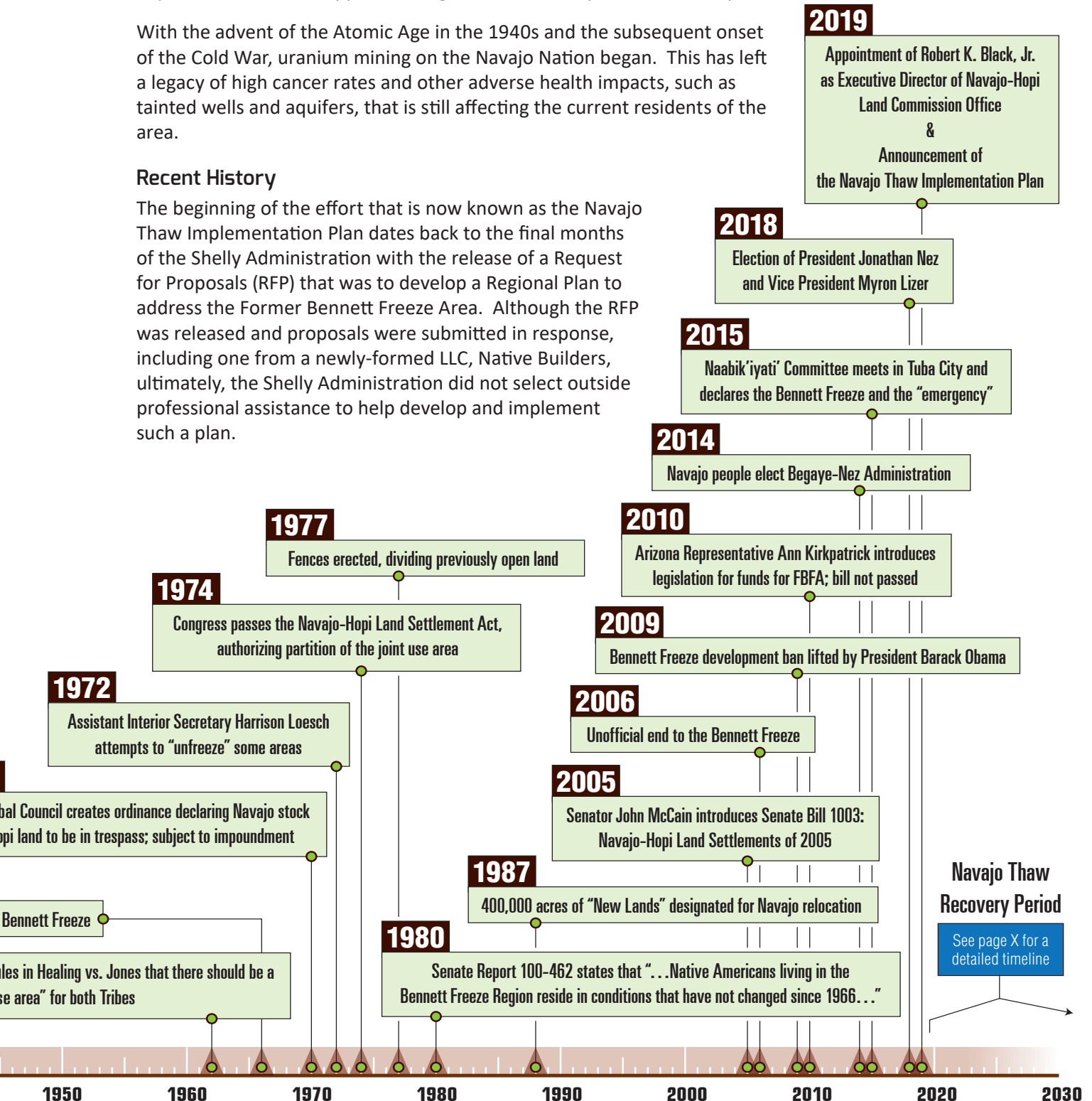


lasted 40 years, affected the lives of nearly 10,000 Navajo people who lived in the affected area. Now, around 20,000 people live in the formerly frozen area. Although the development freeze has been lifted since 2009, people in the area continue to suffer. Only 24% of the houses in the area are habitable, almost 60% do not have electricity, and the majority do not have access to potable running water. The legacy of the Bennett Freeze still looms over the region and deeply affects the day-to-day lives of its residents. In testimony before Congress, Nelson Gorman, Jr., Speaker of the Navajo Nation Council, likened it to “the deplorable conditions approximating those found only in underdeveloped third world countries.”

With the advent of the Atomic Age in the 1940s and the subsequent onset of the Cold War, uranium mining on the Navajo Nation began. This has left a legacy of high cancer rates and other adverse health impacts, such as tainted wells and aquifers, that is still affecting the current residents of the area.

### Recent History

The beginning of the effort that is now known as the Navajo Thaw Implementation Plan dates back to the final months of the Shelly Administration with the release of a Request for Proposals (RFP) that was to develop a Regional Plan to address the Former Bennett Freeze Area. Although the RFP was released and proposals were submitted in response, including one from a newly-formed LLC, Native Builders, ultimately, the Shelly Administration did not select outside professional assistance to help develop and implement such a plan.



In 2014, the Navajo people elected Russell Begaye as President and Jonathan Nez as Vice President. The Begaye-Nez Administration established an interagency Task Force which was formed to address the multiple problems stemming from the Bennett Freeze utilizing existing Navajo Divisions, Departments and Enterprises. While some information was developed and collected, the lack of coordinated professional planning and implementation capacity left the region without a comprehensive plan.

On September 24, 2015, the Naabik'iyati' Committee of the Navajo Nation Council met at the Grey Hills Academy in Tuba City to receive reports and make recommendations related to improving the lives of the people of the Former Bennett Freeze Area. The Honorable Speaker LoRenzo Bates ensured that all the recommendations were recorded. Ultimately, the Navajo Nation Council Delegates in attendance identified 38 recommendations to address the problems of the region. The sentiment of all the attending Delegates was to declare an emergency in order that immediate relief could be provided to the people of the region. Still, demonstrable progress was not made.

The election of 2018 brought new hope to the people of Western Navajo Nation with the election of President Jonathan Nez supported by Vice President Myron Lizer. The Nez-Lizer Administration named addressing the Bennett Freeze issue as one of its top priorities and appointed Robert K. Black, Jr. as Executive Director of the Navajo Hopi Land Commission Office (NHLCO). Executive Director Black issued an updated RFP with a deadline of June 6, 2019. In the Fall of 2019, the Native Builders Team was selected to advance what is now known as the Navajo Thaw Implementation Plan.

<b>Naabik'iyati' Committee FBFA Recommendations - September 24, 2015</b> <b>Grey Hills Academy   Tuba City, AZ</b>	
1.	Technical Amendments
2.	Empowerment/Promise Zone
3.	Inter-agency collaboration
4.	Education of federal officials through technology
5.	New market tax credit, economic development
6.	Incentives-private sector investments
7.	Fund critical needs-housing, infrastructure, power lines/solar, etc.
8.	Funding for water that has been contaminated
9.	Development of Master Plans
10.	Put all plans on the table
11.	Recommend cluster housing
12.	Renewable energy development for locations not near infrastructure
13.	Tour the Bennett Freeze Area
14.	Addressing 1434 homes
15.	Data for home site leases and power/water
16.	Create line item for Bennett Freeze Area
17.	Take TDHE back
18.	Creation of Advisory Team
19.	Need training and orientation
20.	Use Escrow FUnDing to connect power lines to nearby homes
21.	Need running list of progress and homes served (inventory)
22.	Redevelopment plan map
23.	OPVP to declare state of emergency for the FBFA
24.	Three Branch Chiefs to give directives to make FBFA a priority
25.	\$17.5 million emergency funds to be used as seed for FBFA
26.	Involve former leaders
27.	Establish FBFA development office
28.	Matching funds to CDBG
29.	Need inventory of land
30.	Involvement of all programs
31.	Involve community in development of plan
32.	Water, power-line assessment
33.	Identify strengths and weaknesses from previous plans
34.	Develop high-level advisory comitmttee
35.	Develop community-based coalition level task force committee
36.	Develop Research and Analysis Committee
37.	Develop a fiscal and oversight committee/taskforce
38.	Restructure Navajo-Hopi Land Commission

**cameron.navajochapters.org**



## About Native Builders & Building Communities

Native Builders LLC was founded by President Thomas Tso in January 2015 to bring forward his years of Chapter management, grazing, natural resource management and community development skills for the betterment of the people of the Navajo Nation.

Initially focused on addressing the needs of the people of the Former Bennett Freeze Area (FBFA), Native Builders has also done work in Indian Country in other locations in the United States. Native Builders has completed a Comprehensive Economic Development Strategy (CEDS) Executive Summary for the Quinault Indian Nation and has developed a scenic byway project for the Seminole Nation of Oklahoma. In addition, Native Builders has served clientele at the Navajo Nation, including Navajo Nation Gaming Enterprise.

Native Builders teams with Building Communities in order to augment its services to provide community and economic development strategic planning and grant writing for the Navajo Nation and the 110 Chapters that comprise the Navajo Nation.

Native Builders is a 100% Navajo-owned company and certified as such as a Priority 1 company. In addition, Native Builders is registered with the Navajo Housing Authority (NHA) with an approved Indian Enterprises Qualification Statement. Finally, Native Builders is registered with the Navajo Nation Gaming Regulatory Office in order that it can provide services to Navajo Nation Gaming Enterprise (NNGE).

It is the vision of Native Builders and Building Communities, Inc. to bring the capacity, planning and project management skills needed to the Navajo Nation in order to improve the economic condition and quality of life for the people.

With roots in the FBFA and family members who have relocated to Nahata Dziil, this project is central to the skills and purpose of Native Builders. It is the intention of Native Builders and Building Communities to not only provide planning services, but also to assist the Nahata Dziil Commission Governance in order to conduct the long-term activities to implement the plan.



**Thomas Tso, President  
Native Builders LLC**



**Brian Cole, President  
Building Communities, Inc.**

## Cameron Chapter Navajo Thaw Implementation Plan Planning Participants

### Cameron Chapter Officials

**Charlie Smith, Jr.**  
*Chapter President*

**Candis Yazzie**  
*Vice President*

**Louise Kerley**  
*Secretary/Treasurer*

**Dermayne Cody**  
*Grazing Officer*

### Steering Committee Members

**Chris Benally**

**Billie Baldwin**

**Byron Huskson**

**Teddy Bedonie**

**Jacques Seronde**

**Shawn Newell**

**Guy Horsen**

**Rona Williams**

**Alfred Littleboy**

**Roselin Yazzi**

**Rae Robbins**

**Amelia Hanson**

**MarieAnn Mark**

**Wilson Hardy**

**Kelsey Lee**

**Donald Maloney**

**Lorraine Maloney**

**Virginia B**

**Stanley Robbins**



### Chapter Officials 2017-2021

**Milton Tso**  
*Chapter President*

**Emmett Kerley**  
*Vice President*

**Mable Franklin**  
*Secretary/Treasurer*

**James Beard**  
*Grazing/Land/Farm Board*

## NAVAJO THAW PHILOSOPHY

The philosophy of the Nez-Lizer Administration—consistent with the methodology of the Navajo Thaw Implementation Plan—is to pursue a “hand up,” not a “handout.” The Nez-Lizer Administration believes in the principle of T’aa ho ajit’eego, a guiding concept for this initiative that is the traditional teaching of self-determination and self-reliance in improving one’s stage in life.

While a substantial case can be made that the federal government has an obligation to the Navajo people to address unmet promises from both the Relocation era and the Bennett Freeze, this planning and implementation project is not about “getting even.” Rather, the Navajo Thaw is about creating a new economic and governance paradigm for the nation’s largest Indian Nation. A “handout” would entail simply requesting a large sum of funding as a penalty for a previous injustice. While the Navajo Nation does believe that such an injustice was committed by the federal government, the Navajo Thaw is not based upon such a penalty. But rather, it is based upon an economic opportunity. By meeting this economic opportunity, funding received from the federal government will create a new, sustainable economic dynamic for that Navajo Nation.

This is why all nine Chapters are engaging in Recovery Plans that are based upon economic development strategic planning. By selecting and implementing economically viable strategies, initiatives and projects, the economic potential of the nation’s largest Indian reservation can be addressed. The Navajo Thaw, therefore, becomes a prototype—a pilot project—for a new governance and economic model.

Funding from the federal government is, therefore, not a penalty payment. Rather, the federal funding will become an investment in viable economic opportunities that ultimately support infrastructure, housing, community development and economic development investment without public subsidy in the future.

The one-time, large-scale request for federal funding from the Navajo Thaw Regional Plan, therefore, is a strategic economic stimulus. Replicating this approach throughout the Navajo Nation will be transformative to an entire Indian Nation.





## ABOUT THE NAVAJO THAW

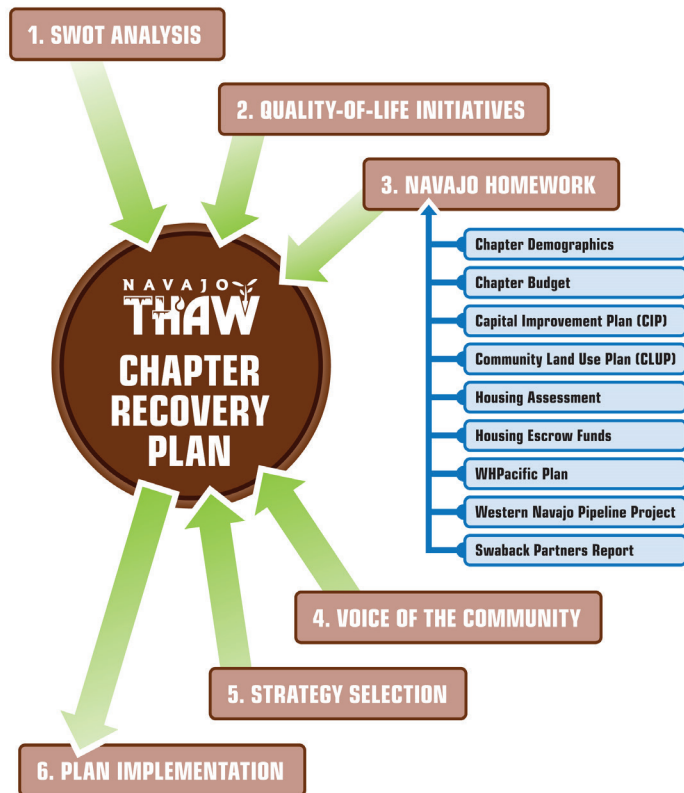
For generations, thousands of people in Western Navajo have felt the impact and injustice of the Bennett Freeze. Housing has been substandard, water infrastructure has been non-existent, public facilities have been insufficient and unemployment is unacceptably high.

Although previous attempts have been made to address this problem that was caused by the federal government issuing a moratorium on development throughout the 1.5 million-acre region, the problems persist.

On October 14, 2019, Navajo Nation President Jonathan Nez announced the Navajo Thaw Implementation Plan. This is the largest effort of its kind to truly reverse the impacts of the 40+ year moratorium on development and improvements.

### A Commitment to Implement

The Navajo Thaw Implementation Plan is not just another study that will sit on the shelf. It is a **commitment** by the Nez-Lizer Administration and the 24th Navajo Nation Council to listen to the people in all nine Chapters, formulate Chapter-based Recovery Plans and to create the Navajo Thaw Regional Plan. The result of this three-year Implementation Plan will be the opportunity for the federal government to meet its Promise to the Navajo Thaw Region

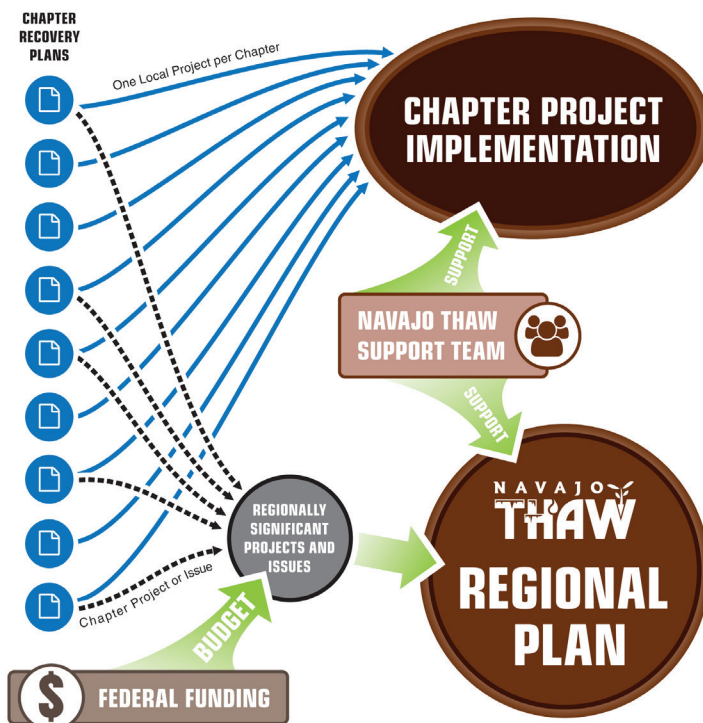


to improve the housing, establish the infrastructure, build the public facilities and create economic conditions necessary to benefit the lives of the impacted Navajo people.

The Navajo Thaw Implementation Plan is an investment strategy. For the Navajo people to have the quality of life and economic opportunities that they envision, there must be an economic strategy that is based upon the strengths of the region and designed to be economically, socially and environmentally sustainable.

### It Begins with Plan Week

*Plan Week* is the 1.5 day, 12-hour strategic planning process designed to capture virtually all of the data, information, strategies, initiatives, projects and aspirations of each of the nine Navajo Thaw Region Chapters.



Session Three of Plan Week, referred to as Navajo Homework, provides time to discuss and collect many of the “essentials” developed by Navajo Chapters including their Community Land Use Plan, Capital Improvement Plan and other documents critical for community development, economic development, housing improvements and infrastructure investment.

### Navajo Thaw Regional Plan

Simultaneously, projects envisioned at the Chapter level that can best be implemented regionally are incorporated into the Navajo Thaw Regional Plan. It is this Regional Plan that will be placed before the federal government in order that an investment can be made that supports the entirety of the Navajo Thaw Region.

#### PROJECT SUPPORT TEAM



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#### FUNDING AGENCIES



**Navajo Hopi Land Commission Office**

USDA Rural Development  
 U.S. DEPARTMENT OF AGRICULTURE

Together, America Prospers

**USDA Rural Development**

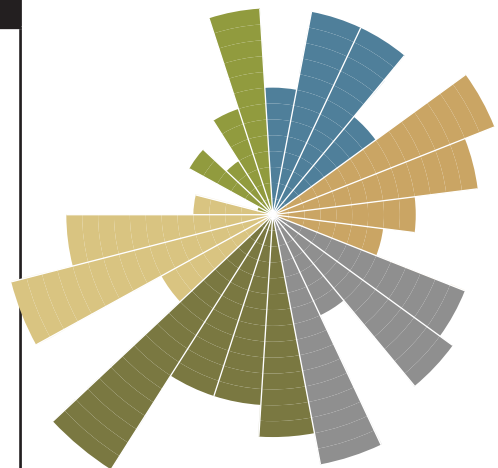
### Not “Cookie Cutter” Planning

At first glance, the Navajo Thaw Chapter Recovery Plans look somewhat similar. This is on purpose.

For years, an attempt has been made to develop and implement a plan to benefit the Former Bennett Freeze Area. For the needs of the region to be addressed, there must be a common methodology for all nine of the impacted Chapters that respects their individuality, and yet provides a framework for a regional solution.

Despite the similar formatting for the Chapter-based plans, the resulting action and activities defined in every plan is unique to the Chapter. In fact, just the selection of economic development strategies provides each Chapter virtually unlimited options for the content of its plan.

Each plan, therefore, is as unique as its overall *Chapter Thumbprint*.



# Cameron and the Bennett Freeze

## Getting our Voice Back

The tragic period of American history known as the Bennett Freeze has now impacted three generations of people on the western Navajo Nation.

Navajo Nation President Jonathan Nez has declared that this be a time to work collectively for a positive future—not lamenting the name/word “Bennett,” but rather to focus upon strategies, projects and issues that will “Thaw the Freeze.”

For this reason, the Cameron Chapter Recovery Plan only makes mention of the name/word Bennett as a point of history and geography. For the Cameron Chapter, the entirety of the Chapter is within the geographic boundary of the Bennett Freeze. As such, all of the people, strategies, initiatives and projects contained in this document are eligible to receive benefit from the Navajo Thaw.

This plan is dedicated to all of the people that have been impacted by this historic injustice and is a key element of the Navajo Thaw Implementation Plan designed to bring comprehensive benefits to the entire region, while identifying actionable strategies, projects and issues of specific benefit to the Cameron Chapter.

## Scope and Timeframe of the Plan

The geographic scope for this plan is the Cameron Chapter.

With respect to the time horizon of the plan, typically plans of this nature are designed to be implemented over a five-year period. As the Cameron Chapter is a part of the Navajo Thaw Implementation Plan, the human and technical resources available to implement the plan through the Native Builders Team will extend through December 2022. The Native Builders Team is committed to assisting each of the nine Navajo Thaw Region Chapters to implement a priority local project and then to assist to secure large-scale funding.

The broadest view of the project horizon relates to the proposed FBFA Relocatee Settlement Initiative (FRSI) which is a part of the Indirect Initiatives scope of work for the Navajo Thaw Implementation Plan. This time horizon would likely be as long as two decades to implement all of the infrastructure, transportation, housing, public facilities and economic development initiatives necessary in order that the Promise by the federal government is met to those impacted by the Bennett Freeze.



## Feedback and Update on Chapter Recovery Plan

### April 21, 2020 - Update

The Chapter Recovery Plan was posted on the Navajo Thaw website in order to provide broad access to all of the people of the Chapter, and to receive feedback. The website had a special tab for people to submit such feedback, and also included a “Suggestion Box” for such input.

Section 1:

# Plan Week Results

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## Plan Week Results

### Overview

To gather the information from which to begin formulating Cameron's strategic plan, the Steering Committee participated in a multi-session planning process called Plan Week, which is outlined in detail in Appendix B. During these sessions, the Steering Committee considered 25 community and economic development strategies and a community-generated list of initiatives to improve Cameron's quality of life. The community at large was also invited to consider and provide input about these same strategies and initiatives. At the conclusion of Plan Week, the Steering Committee selected the following strategies for implementation in Cameron:

#### Cameron Plan Week

December 9-10, 2019

<p>At the conclusion of Plan Week, the Steering Committee selected the following strategies for implementation in Cameron:</p> <ul style="list-style-type: none"> <li>• Attracting Funding</li> <li>• Attracting Government Jobs</li> <li>• Attracting Lone Eagles</li> <li>• Attracting Retirees</li> <li>• Bedroom Community Development</li> <li>• Business Recruitment</li> <li>• Business Retention and Expansion</li> <li>• Cultural Tourism</li> <li>• Destination Tourism</li> <li>• Downtown Development</li> <li>• Education Development</li> <li>• Energy Development</li> <li>• Entrepreneurial Development</li> <li>• Environmental Restoration</li> <li>• Health Care Expansion</li> <li>• Infrastructure Development</li> <li>• Leading-edge Development</li> <li>• Local/Regional Tourism</li> <li>• Pass-through Visitor Services</li> <li>• Value-added Agriculture</li> <li>• Value-added Forest Products</li> <li>• Value-added Mining</li> </ul>	<p>In addition, these <i>Quality-of-Life Initiatives</i> were selected for advancement:</p> <ul style="list-style-type: none"> <li>• Chapter Certification</li> <li>• Gardening Activities</li> <li>• Recreational Activity Building</li> <li>• Rural Addressing</li> </ul>
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## Strategy Selection Process

The Cameron Steering Committee participated in an objective assessment of the most viable economic development strategies for a given community—the *Key Success Factor Analysis*. Using this rating and scoring system, the Steering Committee considered a host of strategy-specific *Key Success Factors*, rating Cameron's comparative advantage for each factor, relative to other communities.

Each of the *Key Success Factors* was scored on a scale of 'A' to 'E'. Where the Steering Committee determined that Cameron has a significant comparative advantage relative to its competition, that factor was scored an 'A'. Where a particular Key Success Factor was determined to be relatively absent in Cameron, it was given a score of 'E'. Intermediate scores from 'B' to 'D' were given for factors in the middle of the range.

The scores provided by the Steering Committee were then integrated with each of the 25 strategies on a weighted basis. The result is the *Prioritized Strategy Report* which presents all 25 strategies scored from 0 to 100, with the higher scores showing a greater likelihood of successful strategy implementation.

This initial *Prioritized Strategy Report* provided the Steering Committee with a solid foundation from which it could begin considering which of the 25 strategies the community should ultimately pursue. As the Building Communities approach recognizes that making wise choices in a representative government requires not only capable leaders but an involved citizenry, the views of the community were also sought, in order that the collective voice of the community could be heard and given weight in the decision-making process. This began in the *Voice of the Community Meeting* in which the community at large was asked whether or not it would like to see the community advance each of the 25 strategies.

### Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Pass-through Visitor Services	95	Tourism
Education Development	85	Community Development
Value-added Mining	78	Value-added
Energy Development	73	Sector-specific
Value-added Forest Products	70	Value-added
Destination Tourism	68	Tourism
Value-added Agriculture	67	Value-added
Attracting Funding	66	Other
Business Cultivation	65	General Business
Business Retention and Expansion	64	General Business
Environmental Restoration	64	Sector-specific
Health Care Expansion	63	Community Development
Cultural Tourism	60	Tourism
Local/Regional Tourism	58	Tourism
Logistics Centers	43	Sector-specific
Downtown Development	38	Community Development
Business Recruitment	37	General Business
Leading-edge Development	36	Sector-specific
Value-added Fisheries	36	Value-added
Entrepreneurial Development	35	General Business
Attracting Government Jobs	33	Other
Attracting Retirees	31	Other
Bedroom Community Development	25	Community Development
Attracting Lone Eagles	21	Other
Infrastructure Development	6	Other



The results of the *Voice of the Community Meeting* were then weighed, factored and combined with the results of the *Key Success Factor Analysis* to produce the *Enhanced Strategy Report*. This report provided the Steering Committee with a more complete view about the desires and confidence level of both leaders and citizens with respect to each of the 25 potential strategies. This information, along with the *Prioritized Strategy Report*, served as the foundation for the final strategy selection process.

With these various analyses and assessments in place, the Steering Committee's task was to choose the strategies which the community would ultimately advance.

## SWOT Analysis

The Building Communities economic development strategic planning approach does not utilize a conventional strengths, weaknesses, opportunities and threats (SWOT) analysis as a starting point for the process. Instead, it presents *Key Success Factors* for community and economic development.

The table below presents a brief description of each category and the average score of the community (on a scale of '0' as low and '100' as high) in each of those categories.

### Enhanced Strategy Report

STRATEGY	SCORE WANT	STRATEGY GROUP
✓ Business Recruitment	100%	General Business
✓ Business Retention and Expansion	93%	General Business
Business Cultivation	50%	General Business
✓ Entrepreneurial Development	100%	General Business
✓ Energy Development	100%	Sector-specific
✓ Environmental Restoration	100%	Sector-specific
Logistics Centers	75%	Sector-specific
✓ Leading-edge Development	100%	Sector-specific
✓ Value-added Agriculture	100%	Value-added
✓ Value-added Forest Products	100%	Value-added
Value-added Fisheries	66%	Value-added
✓ Value-added Mining	67%	Value-added
✓ Destination Tourism	100%	Tourism
✓ Cultural Tourism	100%	Tourism
✓ Local/Regional Tourism	100%	Tourism
✓ Pass-through Visitor Services	100%	Tourism
✓ Downtown Development	100%	Community
✓ Education Development	100%	Community
✓ Health Care Expansion	100%	Community
✓ Bedroom Community Development	100%	Community
✓ Infrastructure Development	100%	Other
✓ Attracting Retirees	100%	Other
✓ Attracting Lone Eagles	100%	Other
✓ Attracting Government Jobs	100%	Other

#### Key

✓ = Selected Strategy

**Score** = Total Score which adds the Prioritized Strategy Report score to the findings of the Voice of the Community Session ("Does the community want to implement the strategy," and "Does the community think that the strategy could be successfully implemented?")

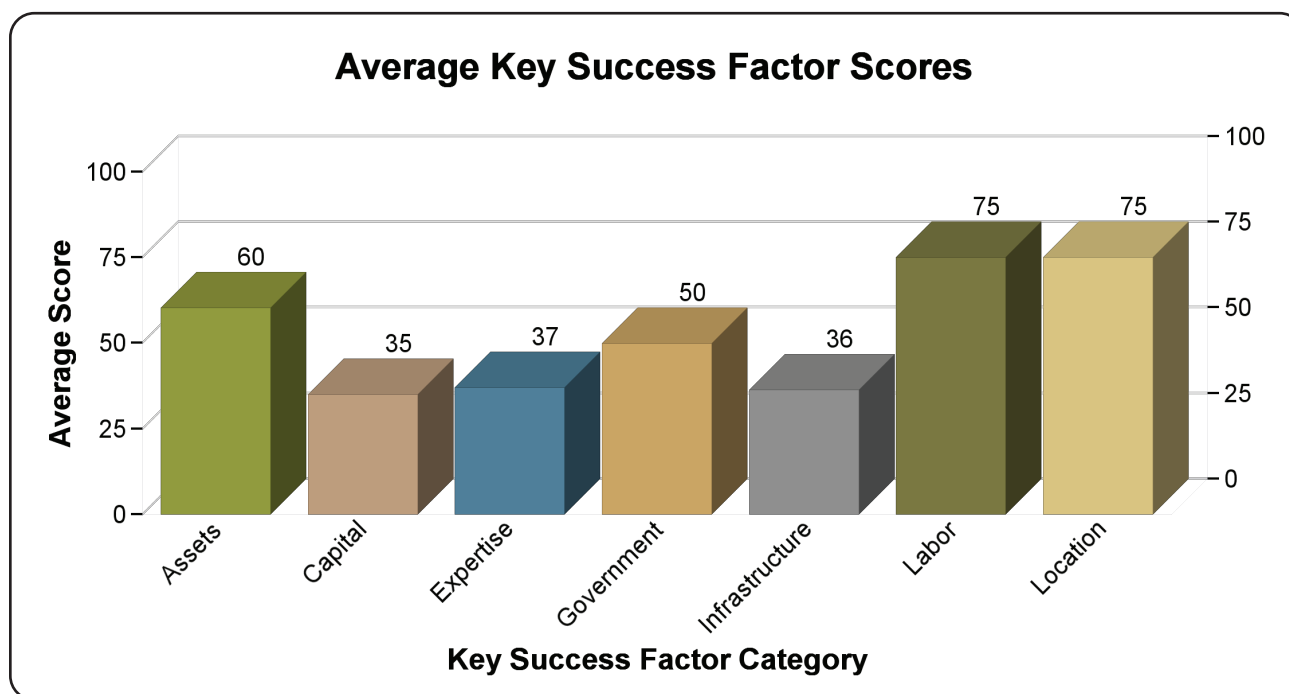
**Want** = The percentage of the Voice of the Community attendees desiring to implement the strategy

**Can** = The percentage of the Voice of the Community attendees that believe this strategy can be successfully implemented

**Strategy Group** = One of six types of strategies

Key Success Factor Categories		AVG SCORE
Assets	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	60
Capital	Business debt and equity funding as well as consistent funding for development organizations to succeed.	35
Expertise	The skills, connections and abilities of local professionals.	37
Government	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	50
Infrastructure	The land, buildings and infrastructure necessary to advance many of the business development strategies.	36
Labor	The labor force of a community.	75
Location	The relative proximity of the community to the marketplace.	75
Scores reflect the community's relative capacity in each category on a scale from 0 to 100.		

The table below shows graphically the relative strength of each of the Key Success Factor categories.



Of the seven Key Success Factor categories, three score above average ('50'), one scores at average, and three are below average.

The highest scoring categories relate to Labor and Location. In addition, the wide-ranging Assets category scores above average. The three low-scoring categories relate to Capital, Expertise and Infrastructure.

## Assets

The “Assets” category generally presents *Key Success Factors* unique to particular strategies. For example, the “availability of energy resources” is a unique Key Success Factor to the Energy Development strategy.

Assets	
Availability of energy resources	4
Expandable educational institution	4
Proximity to nationally recognized attractions	4
Proximity to raw materials and minerals	4
Proximity to travel routes	4
Sufficient base of local businesses	4
Sufficient local entrepreneurial base	4
Desirable climate	3
Existing or prospective cultural attraction	3
Financially sound existing health care facility	3
Local recreational and visitor attractions	3
Proximity and access to forests and forest products	3
Proximity to large volumes of agricultural commodities	3
Recognizable central business district/downtown	3
Proximity to urban population and workforce centers	2
High availability of urban services	1
Insulation from industrial business annoyances	1
Quality residential neighborhoods	0
Accurate, long-term analysis of infrastructure needs and costs	0
Available, desirable housing	0
Existence of recreational amenities	0
Proximity to fisheries commodities	0

Of the 22 Assets Key Success Factor category scores, fully seven factors scored “significantly above average” and another seven factors scored “above average.” As such, 14 of the 22 factors in this all-important category point toward the potential successful implementation of strategies.

The range of high-scoring Assets scores is broad, supporting various strategies such as Energy Development, Business Development, Tourism Development and Health Care. In addition, several of the Value-added Strategy sectors are supported by this analysis.

The notable low-scoring Assets Key Success Factor scores relate to housing and neighborhoods and the lack of information on infrastructure needs and costs.

## Capital

Access to—and consistent availability of—capital is significant in two general respects. First, businesses must be able to secure sufficient debt and/or equity capital for their formation, operations, retention and expansion. Second, development organizations must have reliable sources of funding in order to regularly engage in activities consistent with their mission.

For businesses, access to capital is the lifeblood of the business itself. For small businesses that can demonstrate loan repayment capability, programs to provide such capital can be very traditional (bank and credit union lending), or they can be government-supported loan, loan guarantee or credit enhancement measures designed to supplement traditional lending.

For development organizations, reliable funding is necessary so the board and staff can engage primarily in activities consistent with the organizational mission, rather than regularly chasing funding sources for the preservation of the organization itself.

Capital	
Ability to secure long-term contracts for forest materials	3
Ability to secure power-purchase agreements	3
Access to small business financing	3
Access to large-scale capital	2
Availability of appropriated funds	2
Access to long-term infrastructure loans and grants	1
Competitive recruitment incentives	0
Dedicated local financial resources for staffing recruiters	0
Local funding for downtown development	0
Sufficient marketing, promotion, or public relations budget	0

Only three of the 10 Capital Key Success Factor scores were above average. These factors are sector-specific supporting the Value-added Forest Products and Energy Development strategies. The most notable low-scoring Capital score relates to the lack of discretionary funding at the Chapter level to promote various strategies.

## Expertise

In this information age, it should be no surprise that one of the broadest and most important categories of *Key Success Factors* is expertise. The successful implementation of virtually every strategy requires expertise from a broad array of professionals in any community.

Not only must sufficient expertise be possessed by the individuals on the front lines of community and business development, but such capability is also important in various professional sectors of the local economy, for the advancement of targeted tourism and downtown development strategies and in the professionals backing up the front-line community and business developers (city managers, public works directors, county commissioners, etc.).

Expertise	
Ability to compete in a global market	3
Ability to identify product and service gaps	3
Ability to successfully market materials	3
Ability to understand industry trends and opportunities	3
Cooperation of economic development staff and educational community	3
Cultural development and advocacy organization	3
Existing excellence in local health care	3
Local ability to identify and advance a funding proposal	3
Relative sophistication in coordinating and marketing local events	3
Competent, strategic-minded hospital and health-care executives	2
Sophisticated tourism development & promotion	2
Ability to build a team comprised of energy-development experts	1
Ability to network and attend relevant trade shows	1
Capable, experienced economic development professionals	1
Dedicated business coaching staff	0
Downtown organization and staff	0
Implementation of national Main Street Four-Point Approach™	0
Relationship with site selectors	0
Sophisticated use of the internet for marketing	0
Staff focused on attracting retirees and/or lone eagles	0
Support from local education professionals at all levels	0
Supportive post-secondary education training program	0
Team approach to infrastructure finance	0

Of the 23 Expertise factors, none score as a “significant comparative advantage,” but unlike most of the Navajo Thaw Region Chapters, nine factors actually do score as a slight comparative advantage.

The Chapter does believe that it can be competitive and can advance projects and funding proposals.

Of the low-scoring categories, many relate to business development and the lack of staffing expertise in the field of community and economic development.



## Government

Increasingly people argue that “if only government would get out of the way” our communities and businesses would thrive. In reality, however, it is through government (federal, state and especially local) that key strategies are envisioned, defined and implemented.

Governmental bodies not only establish policies and funding programs, but establish cultures and attitudes that are either pro-development or anti-development. Strong collaboration between government and the private and volunteer sectors is an essential ingredient for success.

Government	
Local focus on revenues from visitors	4
Community acceptance of the visitor industry	3
Local government support	3
Local pro-business climate	3
Strong state and/or federal legislative delegation	3
Support for attracting retirees	3
Support from local businesses	3
Supportive state energy policies and incentives	3
Strong community support	2
Favorable state policies with respect to office locations	1
Strong relations between economic development organization and local businesses	1
Local policies and ordinances supporting quality neighborhood development	1
Active engagement of downtown building and business owners	0
Community support for needed infrastructure rate increases	0
Projected growth in government budgets	0

Of the 15 Government Key Success Factor scores, over half of them score above average. Perhaps more than anywhere else in the Navajo Thaw Region, the highest scoring factor, “Local Focus on Revenue from Visitors” underscores the unique position of Cameron as the “eastern gateway to the Grand Canyon.”

The low-scoring factors in this category tend to relate to money and policies.

## Infrastructure

In order for communities to be attractive and appropriate for the implementation of many strategies, they must possess sufficient land, infrastructure, buildings and housing. Building Communities uses the term infrastructure in a very broad sense in this context (beyond just sewer, water and power facilities).

Infrastructure	
Availability of brownfield sites	3
Availability of land for business prospects	3
Land/Buildings/Campus for education development	3
Proximity to transmission lines with excess capacity	3
Availability of industrial-zoned land for industrial park development	2
Availability of local buildings	1
Availability of local infrastructure	1
Adequate housing for labor force	0
Adequate telecommunications infrastructure	0
Excess water and sewer infrastructure capacity	0
High-speed internet	0

Of the 11 Infrastructure Key Success Factors categories, only four score above average. These factors generally relate to land. With respect to traditional infrastructure, the Chapter needs to make serious investment in new infrastructure capacity in order to meet local quality of life and business development goals.

## Labor

It takes a deeper bench than simply the “experts” to successfully implement many strategies. The availability and skills of the local labor force are critical to the implementation of many strategies.

Labor	
Local, available, low-skill labor pool	3
Local, available, high-skill labor pool	3

The Labor Category scores, both for high-skill labor and low-skill labor, score slightly above average. Notably, the Cameron Steering Committee believes that they have “above average” talent with respect to a high-skill labor pool.

## Location

The location of the community is of great significance to many strategies. For example, communities strategically located to provide access to markets have a comparative advantage versus relatively isolated communities.

Location	
Advantageous location for government or education expansion	3
Prospect of an expanded geographic market for health care	3
Proximity and access to markets	3
Proximity to scheduled air service	3
Strategic location for distribution centers	3

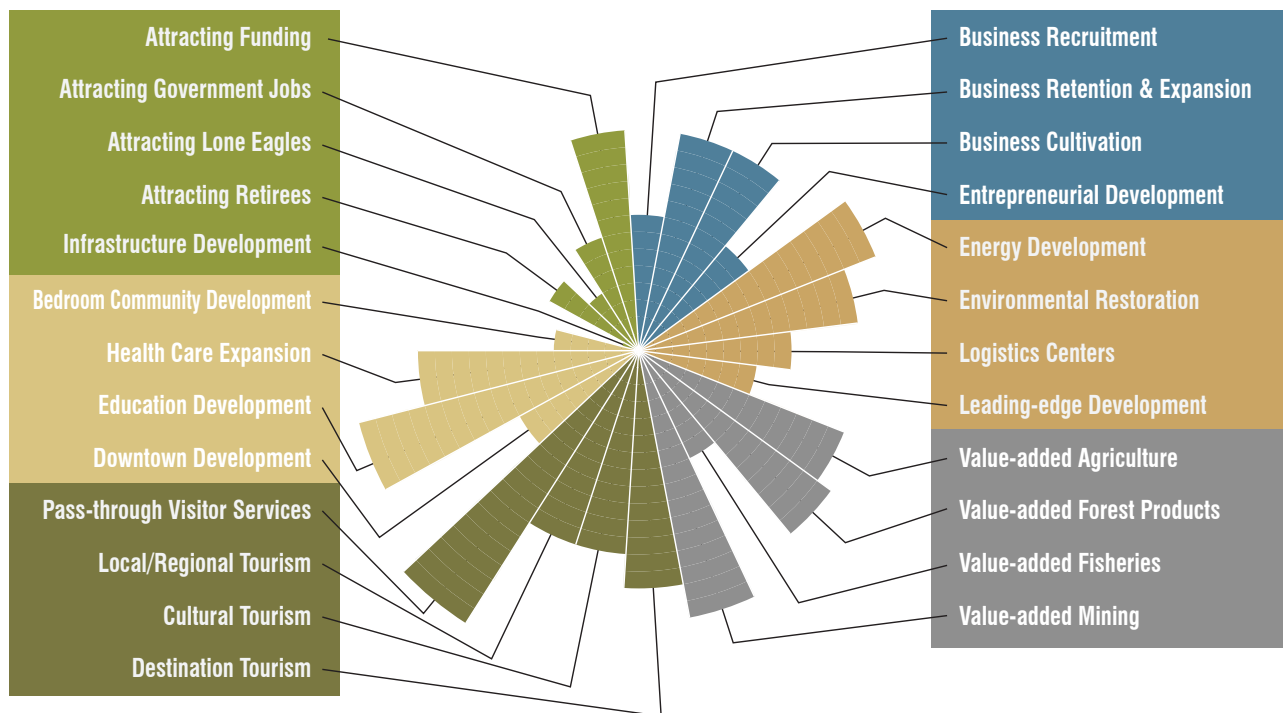
Strikingly, all five of the Location Key Success Factors score “slightly above average.” Being located on US-89 gives Cameron access to many places, and the world access to Cameron.

## Community Thumbprint™ Denoting Selected Strategies

Building Communities has developed the Community Thumbprint™ which, in effect, presents the “DNA” of the community in terms of how the Key Success Factor scores predict the likelihood of successful implementation for each of the 25 strategies.

In the figure below, each of the 25 strategies are represented by a spoke. The length of the spoke correlates to the likelihood of successful strategy implementation. Longer spokes denote higher scores while shorter spokes represent smaller strategy scores.

There are several observations that can be made from the graphic. The graphic shows strength in many of the Tourism Development Strategies and the Community Development Strategies. In addition, the Value-Added Strategies perform relatively well. The “Other Strategies” do not perform as highly.



## Section 2:

# Selected Strategies

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**Attracting Funding**  
**Attracting Government Jobs**  
**Attracting Lone Eagles**  
**Attracting Retirees**  
**Bedroom Community Development**  
**Business Recruitment**  
**Business Retention and Expansion**  
**Cultural Tourism**  
**Destination Tourism**  
**Downtown Development**  
**Education Development**  
**Energy Development**  
**Entrepreneurial Development**  
**Environmental Restoration**  
**Health Care Expansion**  
**Infrastructure Development**  
**Leading-edge Development**  
**Local/Regional Tourism**  
**Pass-through Visitor Services**  
**Value-added Agriculture**  
**Value-added Forest Products**  
**Value-added Mining**

## Selected Strategies

### Cameron's Selected Strategies

Ultimately, the Steering Committee recommended the advancement of 22 strategies to enhance the economic condition and overall quality of life for Cameron.

On the following pages, each strategy is listed and described. In addition, the overall objective of the strategy is presented as well as the strategy-specific results of the *Key Success Factor Analysis*.

Two figures are shown on top of each strategy's page—"Score" and "Rank."

**Score** - This represents each strategy's overall score on a basis of 100 points, and is the result of the Steering Committee's collective responses to the *Key Success Factor Analysis* in the first session of Plan Week. A score of 75 or higher indicates a strategy that is highly recommended for advancement. A score of 60 to 74 indicates a strategy that should be seriously considered for advancement. A score below 60 indicates that there likely exist serious impediments to successful implementation of the strategy.

**Rank** - This represents the position of each strategy among all the strategies, based on its score.

<p>The strategies selected by the Cameron Steering Committee are:</p> <ul style="list-style-type: none"> <li>• Attracting Funding</li> <li>• Attracting Government Jobs</li> <li>• Attracting Lone Eagles</li> <li>• Attracting Retirees</li> <li>• Bedroom Community Development</li> <li>• Business Recruitment</li> <li>• Business Retention and Expansion</li> <li>• Cultural Tourism</li> <li>• Destination Tourism</li> <li>• Downtown Development</li> <li>• Education Development</li> <li>• Energy Development</li> <li>• Entrepreneurial Development</li> <li>• Environmental Restoration</li> <li>• Health Care Expansion</li> <li>• Infrastructure Development</li> <li>• Leading-edge Development</li> <li>• Local/Regional Tourism</li> <li>• Pass-through Visitor Services</li> <li>• Value-added Agriculture</li> <li>• Value-added Forest Products</li> <li>• Value-added Mining</li> </ul>	<p>Strategies not selected include:</p> <ul style="list-style-type: none"> <li>• Business Cultivation</li> <li>• Logistics Centers</li> <li>• Value-added Fisheries</li> </ul>
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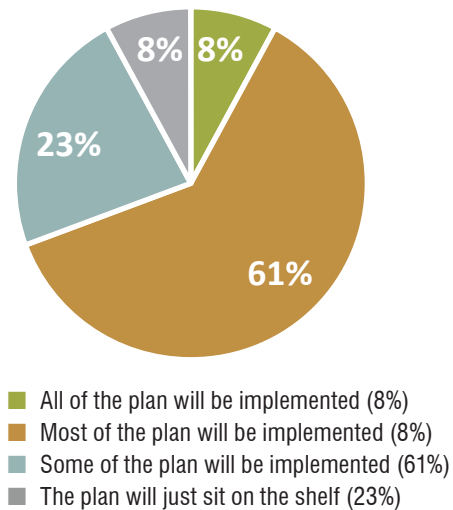
## Recommendations for Implementation

The Cameron Steering Committee had a good discussion about their “Resolve to Implement.” Five questions were asked and answered and the results are below.

### What percentage of the Plan will be implemented?

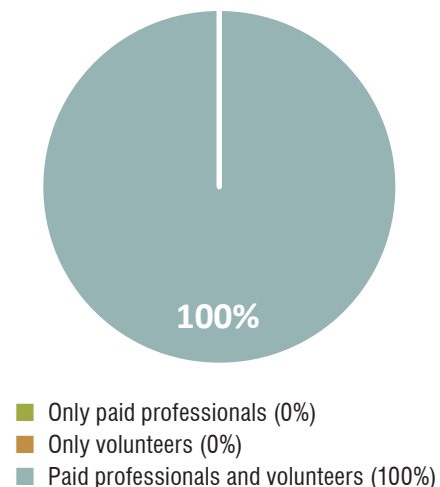
Steering Committee members were first asked a high-level question about their intention to implement the Plan. Options ranged from “all of the Plan will be implemented” to “the Plan will just sit on the shelf.”

Throughout the 12-hour Plan Week process, the Steering Committee was very positive and very motivated to build a comprehensive plan that encompassed all of the possibilities for the Chapter. There is great energy and enthusiasm to make a difference through the Navajo Thaw Implementation Plan. As such, the Cameron Steering Committee strongly believes that they will implement most of their plan.



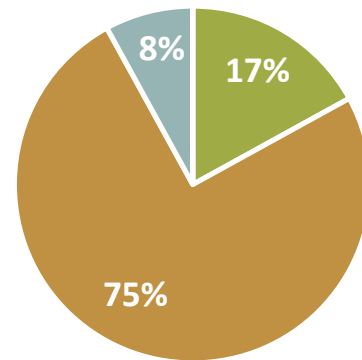
**Who is going to implement the Plan?** Next, the Steering Committee was asked about who would actually do the Plan implementation—would it be paid professionals, volunteers, or both?

The Steering Committee was unanimous in believing that implementation of the plan would be through teamwork with Chapter Officials, volunteers and paid professionals to assist to complete the plan and support implementation of the plan.



**How often will an implementation committee meet?** Presuming that there is an intention to implement the Plan, Steering Committee members were then asked about the frequency of meetings dedicated to plan implementation.

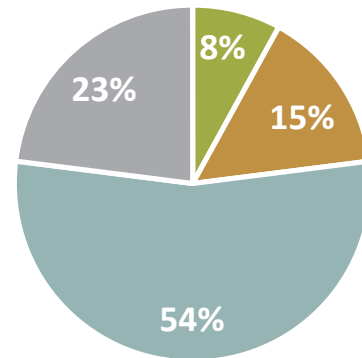
There was near unanimous support that monthly meetings will be required in order to implement the plan.



- Weekly (17%)
- Monthly (75%)
- Quarterly (8%)
- Not Scheduled (0%)

**What is your personal commitment to plan implementation?** It is not communities or even committees that actually implement plans, it is people—specific individuals committing to specific tasks at specific times. Steering Committee members then responded to a question related to their personal commitment on Plan implementation.

The Cameron Steering Committee members expressed a very positive personal commitment toward plan implementation. Over 75% of the participants are committed to supporting the projects and strategies that they care about—including some that intend to support the full implementation of the plan.



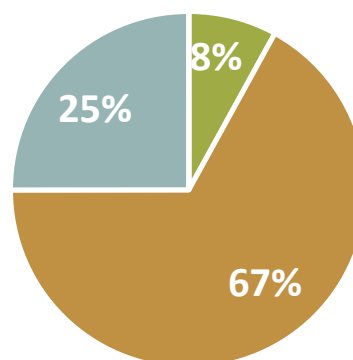
- You only signed up for Plan Week, others will implement the plan (8%)
- You can help out a little bit (15%)
- You can and will commit to projects and strategies you deeply care about (54%)
- Count you in as a big-time plan implementer (23%)

**Will the Community seek outside assistance for Plan implementation?**

In addition to the local commitment for Plan implementation, Steering Committee members were asked if they envisioned outside assistance, perhaps in the form of regional economic development organizations or private-sector consultants.

The staff and volunteers at Cameron believe that they themselves have a lead role in implementing the plan and do invite outside support in order to be successful.

So in general, the Steering Committee should meet and hear reports from its members about the progress in advancing the Action Steps for each strategy.



- You can do this yourselves and do not need help from the outside (8%)
- It is mainly up to you but outsiders have a role (67%)
- Outsiders will likely do most of the work (25%)
- You should count on outsiders to do everything (0%)

In addition to the regular meetings, the Steering Committee should hold a meeting approximately every nine months to consider every Action Step in a systematic fashion. For each step: 1) completion of the step should be noted; 2) progress should be noted; 3) if needed, efforts to restart the effort should be planned; or 4) the particular step should be recognized as no longer relevant. This systematic approach will ensure that nothing falls through the cracks during strategy implementation.

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# Attracting Funding

CATEGORY: Other	RANK: 8	SCORE: 66
JOB: 6	LIVABILITY: 4	COMPLEXITY: 5

## Objectives of Strategy Implementation

There was unanimous support from the Steering Committee and all attendees of the Voice of the Community Meeting for the inclusion of attracting funding as a part of the Cameron Chapter Recovery Plan.

Cameron has a significant need for improved housing and infrastructure, and yet lacks the financial means to make these investments. As such, attracting funding is essential for the implementation of the Chapter Recovery Plan.

The Cameron Chapter has fostered a positive and productive working relationship with Tolani Lake Enterprises, a 501(c)(3) corporation. Tolani Lake Enterprises is a long-standing organization with an interest in supporting a variety of Navajo community and economic development interests, especially agriculture and farming.

The Cameron Steering Committee also understands that the projects that rise to the level of “regional priority” can benefit by participating in the Navajo Thaw Regional Plan which will be submitted to Congress and other potential funders.

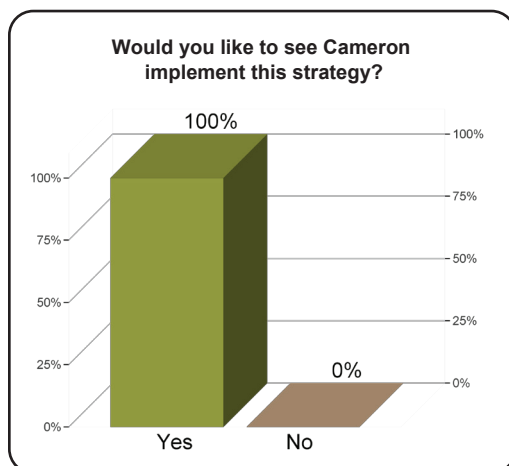
## Strategy Summary

Communities can create jobs and improve their overall quality of life through either a onetime or consistent approach of attracting government appropriations and grants.

Hundreds of state and federal agencies manage grant programming and/or legislative earmarks (funding directives) which can be utilized to complete projects for a wide variety of purposes. States or localities with congressman/legislators participating on powerful appropriations committees are particularly well positioned to benefit from this strategy.

While the vast majority of such funding either goes to formula-based entitlement programs or for competitive grant processes, a small percentage of the funding is directed by state and federal appropriators, thus bypassing the formula or competitive approach.

Often maligned as “pork barrel spending”, this strategy may face local opposition by individuals that are principled against such redistribution of government funding.



## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart to the left shows the community response.

Chapter Officials and Steering Committee members are pleased that the Navajo Thaw Implementation Plan is designed to generate funding both at the Chapter-level as well as the throughout the Navajo Thaw Region. At the same time, Chapter Officials and community members express concern that “the funding will get stuck in Window Rock and not really benefit the people of the Navajo Thaw Region.” Toward this end, assistance from the Navajo Thaw Implementation Plan to help the release of between \$3.7-\$4.7 million of funding related to livestock improvements as well as funding for veterans housing is requested.

## Findings from the Key Success Factor Analysis

The Cameron Steering Committee believes that it has strong capability to advance a funding proposal, especially in relationship with its partner, Tolani Lake Enterprises, a 501 (c)(3) non-profit organization. In addition, the Chapter is benefited by a strong relationship with political leaders at the Navajo and Congressional levels.

KEY SUCCESS FACTOR	SCORE
Local ability to identify and advance a funding proposal	3
Strong state and/or federal legislative delegation	3
Availability of appropriated funds	2
Strong community support	2

### Key Success Factor Report - Attracting Funding

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <hr/> No Entries	<b>Slight Comparative Advantages</b> <hr/> Local ability to identify and advance a funding proposal Strong state and/or federal legislative delegation
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <hr/> No Entries	<b>Major Comparative Disadvantages</b> <hr/> No Entries

### The Promise Kept

Cameron will have sufficient funding to implement its Chapter Recovery Plan, leading to fiscal sustainability for the Chapter and a healthier, sustainable economy for the area.





# Attracting Government Jobs

CATEGORY: Other	RANK: 21	SCORE: 33
JOBS: 6	LIVABILITY: 7	COMPLEXITY: 5

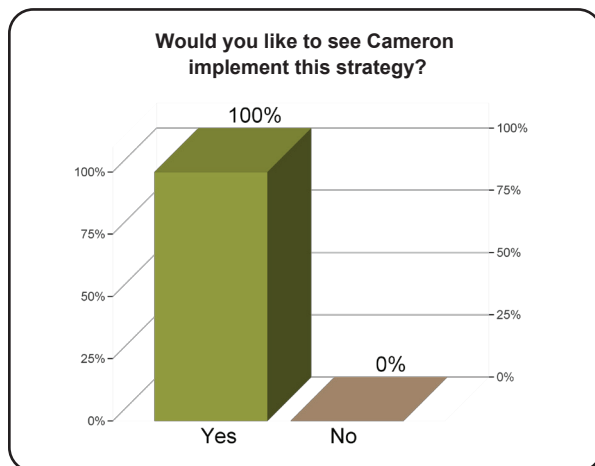
## Objectives of Strategy Implementation

The Cameron Steering Committee believes that the availability of land and the location along US-98/State Route Hwy-98 provides an opportunity for Navajo or state offices to locate/expand to the Chapter.

Although the strategy is hampered by Navajo Nation budget cuts, there may still be some advantages to various departments in locating at Cameron.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart below shows the community response.



## Strategy Summary

In most communities, particularly rural communities, government job wage levels far exceed median (often also referred to as “family wage”) income levels. As such, increasing the number of government jobs can provide a local economic stimulus.

In general, federal jobs pay more than state jobs; state jobs pay more than local government jobs; and local government jobs pay more than the community’s average wages.

One significant factor in considering a government job attraction strategy is the attitude of the local community toward such a strategy. Communities with a more conservative political viewpoint may shun such a strategy as being inconsistent with core beliefs.

Another key consideration is the trend line for the total number of government jobs. In times of economic recession, for example, many government jobs may be eliminated. On the contrary, during good economic times—or perhaps when a state is responding to a policy change that increases government jobs in one or more specific departments—communities can benefit by targeted government office recruitment strategies.

Communities should also consider their strategic location with respect to the Federal Government’s (or State’s) desire to locate jobs in a key graphically-strategic manner.

## Findings from the Key Success Factor Analysis

Three of the eight Key Success Factors score above average for Attracting Government Jobs. In addition to Chapter support for this strategy, Cameron can offer land for expanding government offices. On the down side, Cameron does recognize that the Navajo budget is in decline, making this strategy more challenging.

KEY SUCCESS FACTOR	SCORE
Advantageous location for government or education expansion	3
Availability of land for business prospects	3
Local government support	3
Strong community support	2
Capable, experienced economic development professionals	1
Favorable state policies with respect to office locations	1
Availability of local buildings	1
Projected growth in government budgets	0

### Key Success Factor Report - Attracting Government Jobs

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <hr/> No Entries	<b>Slight Comparative Advantages</b> <hr/> Advantageous location for government or education expansion Availability of land for business prospects Local government support
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <hr/> Capable, experienced economic development professionals Favorable state policies with respect to office locations Availability of local buildings	<b>Major Comparative Disadvantages</b> <hr/> Projected growth in government budgets

### The Promise Kept

New government offices and jobs will be established at Cameron, targeting the specialized needs and opportunities of the Navajo Thaw Region.





# Attracting Lone Eagles

CATEGORY: Other	RANK: 24	SCORE: 21
JOBS: 3	LIVABILITY: 6	COMPLEXITY: 7

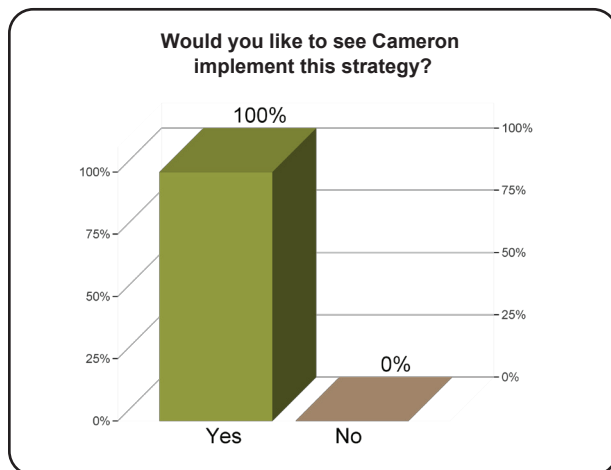
## Objectives of Strategy Implementation

The Cameron Steering Committee believes that the Chapter possesses many of the qualities and advantages that could attract small businesses to the area that are looking for quality of life opportunities.

By working toward infrastructure investments focused on telecommunications, the Chapter could become more competitive to locate businesses that have such infrastructure needs.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart below shows the community response.



## Strategy Summary

With improvements to the speed and ever-presence of telecommunications, small business owners that are location-independent can operate their business virtually anywhere. Individuals that typically work alone and are highly dependent upon telecommunications are increasingly known as lone eagles.

Attracting lone eagles to communities, particularly rural areas, has the advantage of bringing high-income, high net worth individuals into the community. Typically, these individuals have very low impact on infrastructure and other public amenities.

Similar to retirees, lone eagles look for quality of life factors such as access to recreation, historic and cultural attractions, local shopping, quality restaurants, and business services.

A challenge for communities is to employ a public relations and marketing strategy that is cost effective. Lone eagles are everywhere, and the cost of mass marketing is typically prohibitive for communities. Targeted approaches are most cost-effective, but miss the broader market.

## Findings from the Key Success Factor Analysis

This strategy will be difficult to implement given that six of the eight factors score below average. Currently, the Chapter does not have any staffing or funding focused upon the execution of this strategy. On the plus side, the Chapter can promote its desirable climate and proximity to scheduled air service.

KEY SUCCESS FACTOR	SCORE
Desirable climate	3
Proximity to scheduled air service	3
High availability of urban services	1
Existence of recreational amenities	0
Available, desirable housing	0
Sufficient marketing, promotion, or public relations budget	0
Staff focused on attracting retirees and/or lone eagles	0
High-speed internet	0

### Key Success Factor Report - Attracting Lone Eagles

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
No Entries	Desirable climate Proximity to scheduled air service
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
High availability of urban services	Existence of recreational amenities Available, desirable housing Sufficient marketing, promotion, or public relations budget Staff focused on attracting retirees and/or lone eagles High-speed internet

### The Promise Kept

Cameron's emerging reputation as a gateway community to the Grand Canyon and local cleanup efforts will attract small business owners who can be based anywhere in the world and choose to be at Cameron.



# Attracting Retirees

CATEGORY: Other	RANK: 22	SCORE: 31
JOB: 1	LIVABILITY: 9	COMPLEXITY: 7

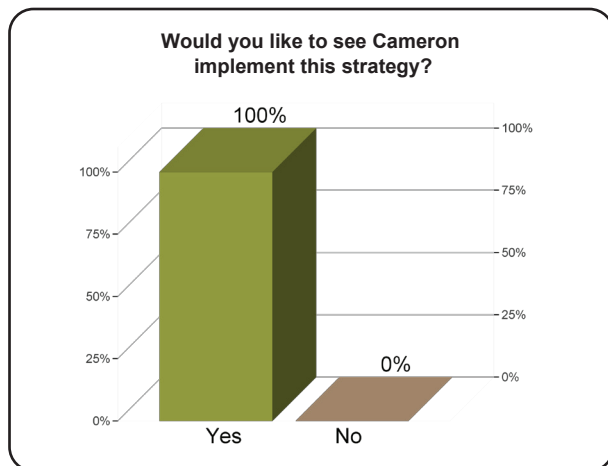
## Objectives of Strategy Implementation

The Cameron Chapter would like to focus a part of its economic development efforts on the attraction of retirees.

With an attractive climate and proximity to Tuba City Regional Healthcare Corporation, the Chapter has some advantages to offer people looking to find a place to spend their retirement years.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart below shows the community response.



## Strategy Summary

The aging of America presents a larger demographic of older, financially-independent individuals looking for high quality of life in their communities.

These individuals may be looking for a new permanent place to live, or perhaps a location for a vacation home in which they may reside for multiple months per year (i.e., "snow birds").

High-amenity communities can employ marketing strategies to attract such retirees.

Key amenities include a desirable climate, available cultural and educational resources, quality housing, nearby scheduled air transportation, urban services, proximity to recreational opportunities, local business services and restaurants, and an extraordinary quality of life.

Advantages of this strategy include increasing disposable income within a community without significantly increasing the demand on local services (education, infrastructure, etc.).



## Findings from the Key Success Factor Analysis

The Key Success Factor scores for the Attracting Retirees are equally split. Four of the factors are positive, including the desirable climate, strong local health care services and support for the strategy. On the down side, the poor local housing and lack of financial resources to promote the strategy will challenge successful strategy implementation.

Despite selecting this strategy, all five of the Key Success Factors score at or below average. While the proximity to Tuba City and, potentially, Flagstaff is a slight plus for the strategy, the lack of quality neighborhoods and local ordinances to improve such neighborhoods make this strategy challenging to successfully implement.

KEY SUCCESS FACTOR	SCORE
Desirable climate	3
Proximity to scheduled air service	3
Existing excellence in local health care	3
Support for attracting retirees	3
High availability of urban services	1
Existence of recreational amenities	0
Available, desirable housing	0
Sufficient marketing, promotion, or public relations budget	0
Staff focused on attracting retirees and/or lone eagles	0

### Key Success Factor Report - Attracting Retirees

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <hr/> No Entries	<b>Slight Comparative Advantages</b> <hr/> Desirable climate Proximity to scheduled air service Existing excellence in local health care Support for attracting retirees
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <hr/> High availability of urban services	<b>Major Comparative Disadvantages</b> <hr/> Existence of recreational amenities Available, desirable housing Sufficient marketing, promotion, or public relations budget Staff focused on attracting retirees and/or lone eagles

### The Promise Kept

Many people from western Navajo, after completing their career that may have taken them off reservation, will find a new home at Cameron—a place that welcomes retirees and has a bright outlook for its future.



# Bedroom Community Development

<b>CATEGORY:</b> Community Development	<b>RANK:</b> 23	<b>SCORE:</b> 25
<b>JOB:</b> 1	<b>LIVABILITY:</b> 10	<b>COMPLEXITY:</b> 4

## Objectives of Strategy Implementation

The Bedroom Community Development strategy was selected for a variety of purposes. First, the Chapter does believe that its location does provide easy access to job opportunities in Tuba City, and even the Flagstaff area. A round trip commute is possible and positions Cameron as a location for improved housing and neighborhood development.

Second, the Steering Committee members recognize that work needs to be done to improve the living conditions and appearance of the Chapter. Motorists passing by on US-89/Hwy-89 can see areas of trash and derelict cars. By implementing this strategy, Cameron can regain its pride and become more livable.

Finally, the implementation of this strategy as viewed as positive for successfully developing other strategies, most notably tourism strategies.

One specific project to support the Bedroom Community strategy would be the establishment of a transfer station. Currently, there are no easy and legal methods to dispose of solid waste/trash. This leads to a wide phenomenon of illegal dumping. The transfer station would be part of a broader waste management system that would serve to beautify Cameron. The accumulation of trash at Cameron is a new phenomenon. Cameron leaders are confident that the establishment and operation of a new transfer station would help eliminate most of the trash issue at the Chapter. (In fact, there is not a Navajo word for “trash,” underscoring how uncommon the phenomenon is.)

The Cameron Steering Committee had a discussion of the “nuisances and annoyances” that would challenge the implementation of this strategy. Most notable are the large utility lines, the need for trash receptacles and the prevalence of drugs and alcohol that lead to a sense of safety issues and insecurity in the area.

One needed element for the successful implementation of this strategy would be increased law enforcement. Efforts, for example, on community cleanup are only possible if such resolutions and policies can be enforced.

## Strategy Summary

Many communities, particularly suburbs, have established themselves—intentionally or not—as bedroom communities.

A “bedroom community” refers to a city that is largely void of industrial and other basic industry activity. “Basic industry” refers to businesses that sell their goods and services largely outside of the local market area. Basic industry businesses are typically pursued by economic development professionals because they do more than simply exchange money and income within a community.

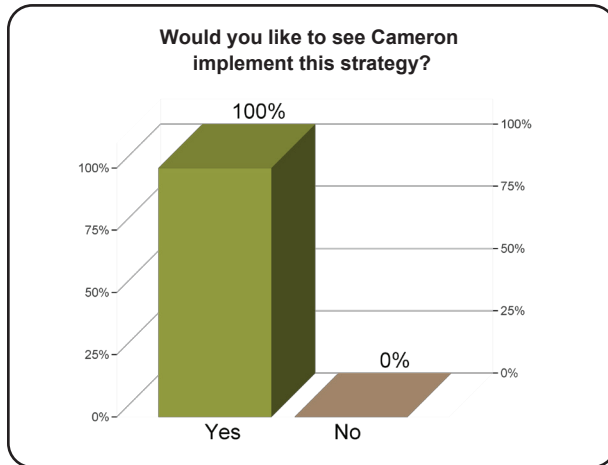
Urban areas and their suburbs have outperformed the rest of the nation economically over the past three decades. Consequently, many communities proximate to urban centers have experienced extraordinary housing construction and residential growth. As these communities get established and grow, frequently public opinion forms that commercial and residential development is welcomed but industrial development is not. A not-in-my-backyard (NIMBY) attitude forms.

A “bedroom community development” strategy is unlike virtually all of the other strategies in that it excludes the pursuit of some of the other strategies. For example, bedroom communities are unlikely to pursue business recruitment, distribution centers, value-added industry activity, and possibly even business retention and expansion strategies.

While a bedroom community development strategy might optimize real estate values, there are relatively few other economic benefits other than the preservation and enhancement of local quality of life.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart below shows the community response.



### The Promise Kept

Improved housing and neighborhoods—along with new housing—will establish Cameron as a great place to live with opportunities to commute to work in Tuba City or Flagstaff if desired.

## Findings from the Key Success Factor Analysis

KEY SUCCESS FACTOR	SCORE
Proximity to urban population and workforce centers	2
Insulation from industrial business annoyances	1
Local policies and ordinances supporting quality neighborhood development	1
Quality residential neighborhoods	0
Sufficient marketing, promotion, or public relations budget	0

### Key Success Factor Report - Bedroom Community Development

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <hr/> No Entries	<b>Slight Comparative Advantages</b> <hr/> No Entries
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <hr/> Insulation from industrial business annoyances Local policies and ordinances supporting quality neighborhood development	<b>Major Comparative Disadvantages</b> <hr/> Quality residential neighborhoods Sufficient marketing, promotion, or public relations budget



# Business Recruitment

<b>CATEGORY:</b> General Business	<b>RANK:</b> 17	<b>SCORE:</b> 37
<b>JOB:</b> 10	<b>LIVABILITY:</b> 2	<b>COMPLEXITY:</b> 10

## Objectives of Strategy Implementation

Cameron already recognizes that it has a comparative advantage with respect to the number of businesses located at the Chapter. The comparative advantage generated by proximity to the

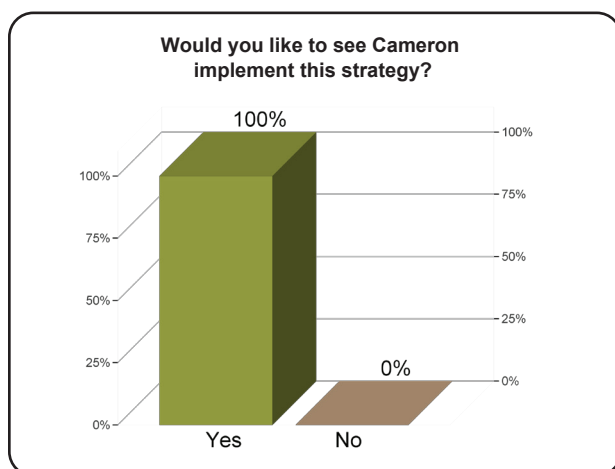
Grand Canyon has fostered many businesses that cater to the tourist and travelers along US-89 as well as SR-64.

Although the Chapter needs to work on infrastructure development, which it will be in implementing its Recovery Plan, the Chapter can offer land and support developers as they work through the business site leasing process.

One specific type of Business Recruitment activity would lead to the establishment of a grocery store which might also sell hardware and other livestock goods and services.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart below shows the community response.



## Strategy Summary

Perhaps the most widely recognized economic development strategy is business recruitment, which is the act of proactively soliciting existing businesses located out-of-region to expand or relocate into a community.

Business recruitment can be very advantageous for local communities desiring to establish new jobs, focus on family wage jobs, expand the local tax base—and generally enhance community vitality.

However, business recruitment can have drawbacks. Communities that do not have the desire or infrastructure capacity for growth may view business recruitment negatively.

Communities that rely on business recruitment as a substantial component of their economic development strategy should view their effort as a long-term endeavor. Frequently, communities can go months (even years) without tangible results. This does not necessarily mean their efforts are poorly planned or executed. The fact is, there are far more communities chasing new businesses than there are businesses looking for new communities.

Business recruitment activity can also be costly. Advertising, public relations, attendance at industry trade shows, website development and maintenance, and informational and promotional materials are expensive.

## The Promise Kept

Successful businesses with the opportunity to expand will make an investment in Cameron, strengthening the business district and offering more goods and services for local people.

## Findings from the Key Success Factor Analysis

A very complex strategy, Business Recruitment has 18 Key Success Factors. Of those 18, eight score “slightly above average,” with the availability of land and labor high on the list. The challenging aspects of this strategy generally relate to the lack of infrastructure, buildings and human resources to promote the strategy.

KEY SUCCESS FACTOR	SCORE
Proximity and access to markets	3
Proximity to scheduled air service	3
Ability to compete in a global market	3
Availability of land for business prospects	3
Support from local businesses	3
Local, available, low-skill labor pool	3
Local government support	3
Local, available, high-skill labor pool	3
Access to large-scale capital	2
Strong community support	2
Capable, experienced economic development professionals	1
Ability to network and attend relevant trade shows	1
Availability of local buildings	1
Availability of local infrastructure	1
Dedicated local financial resources for staffing recruiters	0
Sophisticated use of the internet for marketing	0
Competitive recruitment incentives	0
Relationship with site selectors	0

### Key Success Factor Report - Business Recruitment

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <hr/> <p>No Entries</p>	<b>Slight Comparative Advantages</b> <hr/> <p>Proximity and access to markets  Proximity to scheduled air service  Ability to compete in a global market  Availability of land for business prospects  Support from local businesses  Local, available, low-skill labor pool  Local government support  Local, available, high-skill labor pool</p>
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <hr/> <p>Capable, experienced economic development professionals  Ability to network and attend relevant trade shows  Availability of local buildings  Availability of local infrastructure</p>	<b>Major Comparative Disadvantages</b> <hr/> <p>Dedicated local financial resources for staffing recruiters  Sophisticated use of the internet for marketing  Competitive recruitment incentives  Relationship with site selectors</p>



# Business Retention & Expansion

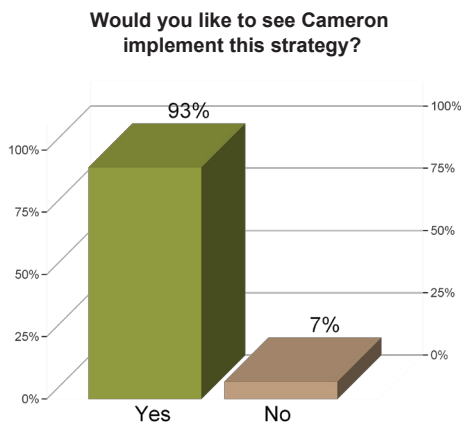
CATEGORY: General Business	RANK: 10	SCORE: 64
JOB: 10	LIVABILITY: 4	COMPLEXITY: 3

## Objectives of Strategy Implementation

With the comparative advantage of having more businesses than most Chapters, the stage is set for Cameron to reach out to existing businesses to foster their continued presence and future expansion. Cameron Chapter officials and volunteers feel a disconnect between the Chapter and the businesses along the state highway. The businesses are generally a part of franchises and chains, and not necessarily “members of the community.” By developing a program that supports existing businesses, the Chapter hopes to gain goodwill between the community sector and the business sector. Currently, Cameron has four gas stations and “half a grocery store.” The Cameron Trading Post remains as a successful and iconic destination for travelers to the Southwest.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart below shows the community response.



## Strategy Summary

It is widely agreed by most economic development professionals that opportunities for job retention and job expansion with existing companies exceed the number of opportunities for recruiting new businesses to their communities.

Communities can employ a variety of approaches to foster the expansion of existing companies. One of these methods is to conduct a Business Retention & Expansion (BR&E) program. The BR&E approach utilizes a systematic outreach to existing companies to identify their needs, challenges and opportunities. Several programs are available that can be adapted for the specific needs of a particular community.

Benefits of the BR&E approach include:

- Identifying opportunities to encourage the expansion of new companies;
- Identifying opportunities to avert pending job losses or business closures;
- Ability to take a community-wide approach to addressing business needs;
- A systematic way to collect information;
- Ability to immediately identify solutions for businesses;
- Opportunity to engage civic groups or volunteers to partner in the work;
- Building good public relations for municipalities and economic development organizations; and
- Identifying vendor and subcontractor business networking opportunities.

By meeting the needs of existing businesses, the stage is also better set for successful business recruitment efforts. Potential new businesses to a new community may investigate the satisfaction of existing businesses, and base a portion of their business location decision on such satisfaction levels.





## Findings from the Key Success Factor Analysis

Of the 12 Key Success Factors for the Business Retention and Expansion strategy, over half of them are positive. Of greatest importance, Cameron is one of two Chapters in the Navajo Thaw Region that has a broad number and variety of businesses. This is largely because Cameron is the “eastern gateway to the Grand Canyon.” Cameron can support this strategy with a strong and willing labor force, the availability of land, and a positive business climate. The lack of buildings and infrastructure make this strategy somewhat challenging.

KEY SUCCESS FACTOR	SCORE
Sufficient base of local businesses	4
Access to small business financing	3
Ability to compete in a global market	3
Availability of land for business prospects	3
Local pro-business climate	3
Local, available, low-skill labor pool	3
Local, available, high-skill labor pool	3
Capable, experienced economic development professionals	1
Strong relations between economic development organization and local	1
Availability of local buildings	1
Availability of local infrastructure	1
Support from local education professionals at all levels	0

### Key Success Factor Report - Business Retention and Expansion

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <hr/> Sufficient base of local businesses	<b>Slight Comparative Advantages</b> <hr/> Access to small business financing Ability to compete in a global market Availability of land for business prospects Local pro-business climate Local, available, low-skill labor pool Local, available, high-skill labor pool
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <hr/> Capable, experienced economic development professionals Strong relations between economic development organization and local businesses Availability of local buildings Availability of local infrastructure	<b>Major Comparative Disadvantages</b> <hr/> Support from local education professionals at all levels

### The Promise Kept

Outreach by the Cameron civic sector to the business sector will foster new relationships so that existing businesses grow and expand while becoming a stronger neighbor to the local residents.





# Cultural Tourism

<b>CATEGORY:</b> Tourism	<b>RANK:</b> 13	<b>SCORE:</b> 60
<b>JOB:</b> 3	<b>LIVABILITY:</b> 9	<b>COMPLEXITY:</b> 7

## Objectives of Strategy Implementation

The Steering Committee identified several cultural tourism attractions around the world, most notably the Polynesian Cultural Center in Hawaii, inspiring thoughts of cultural facility development at Cameron.

Approximately 1.5 million of the six million travelers that visit the Grand Canyon annually come through Cameron, and many of these visitors are from foreign nations, as such, there is tremendous intrigue into the history and culture of the Navajo Nation. Cameron offers a perfect location to showcase such cultural activities.

## Voice of the Community Survey Results

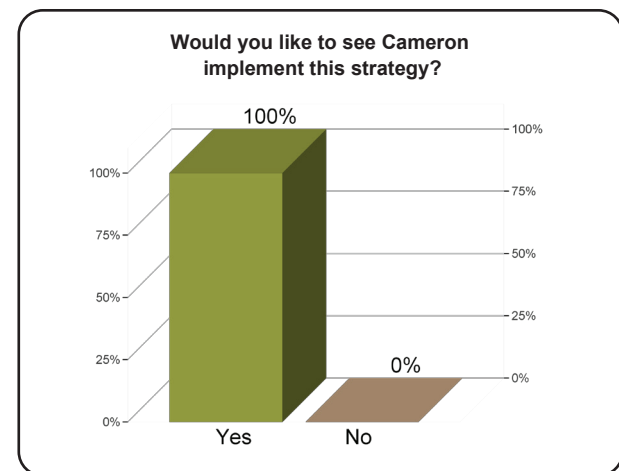
During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart to the right shows the community response.

## Strategy Summary

Many communities have capitalized on local culture to create jobs. Cultural opportunities based on dance, theater, music, food or other human interests can stimulate the local economy.

In order to be successful in capitalizing on cultural tourism, a high standard of excellence must be set and pursued. People will travel from hundreds of miles away, for example, for an excellent Shakespearean Festival.

The pursuit of a new cultural tourism attraction should not be undertaken without significant research into the prospective competitive advantages that the community would enjoy, and the long-term operational and marketing obligations required.



## Findings from the Key Success Factor Analysis

Four of the five Key Success Factors for the Cultural Tourism strategy score “slightly above average.” Cameron does believe that it has the prospect of the development of a cultural attraction. In addition, Cameron believes that they can assemble a strong organization to promote the strategy. The lack of local funding to promote such a strategy and project will challenge successful implementation.

KEY SUCCESS FACTOR	SCORE
Existing or prospective cultural attraction	3
Cultural development and advocacy organization	3
Local, available, low-skill labor pool	3
Local, available, high-skill labor pool	3
Sufficient marketing, promotion, or public relations budget	0

## Key Success Factor Report - Cultural Tourism

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <hr/> No Entries	<b>Slight Comparative Advantages</b> <hr/> Existing or prospective cultural attraction Cultural development and advocacy organization Local, available, low-skill labor pool Local, available, high-skill labor pool
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <hr/> No Entries	<b>Major Comparative Disadvantages</b> <hr/> Sufficient marketing, promotion, or public relations budget

### The Promise Kept

Cameron will develop its niche with Navajo cultural tourism, and then offer the facilities and events needed to promote the Navajo story.





# Destination Tourism

<b>CATEGORY:</b> Tourism	<b>RANK:</b> 6	<b>SCORE:</b> 68
<b>JOB:</b> 9	<b>LIVABILITY:</b> 4	<b>COMPLEXITY:</b> 9

## Objectives of Strategy Implementation

Cameron's location as the "eastern front door to the Grand Canyon" is already the explanation of why there is more business activity at Cameron than any other Chapter in the Navajo Thaw Region except for Tuba City. The Grand Canyon National Park is the second-most visited National Park in the United States, with an estimated six million visitors annually. The growth rate for the National Park has been substantial in recent years, creating even greater economic opportunities for Cameron. It is estimated that about 25% of the visitors to the Grand Canyon access the canyon from the intersection of US-89 and SR-64.

Although capitalizing on "being the eastern gateway to the Grand Canyon" is not a new idea, leaders in Cameron look to the implementation of their Chapter Recovery Plan to finally capture the potential of the Chapter to substantially benefit from its location.

For a Destination strategy to be successful, there must be development in Cameron that will increasingly cause people to have overnight stays at the Chapter. Furthermore, the Chapter must establish an attraction of its own that leads to establishing Cameron as a destination, not simply a gateway.

Cameron's juxtaposition between the Grand Canyon and the largest Native American Indian reservation in the United States, the Navajo Nation, is the obvious connection point. Navajo Nation Gaming Enterprise has inventoried the "top 50" visitor attractions on the Navajo Nation, and the Navajo Nation Tourism Department established the Navajo Tourism Strategic Plan in 2015. There is, therefore, plenty of strategic information and opportunities for the Chapter.

Currently, the Chapter is entertaining two proposals from hotel developers and tour operators that would help establish Cameron as a destination point. Combined with the implementation of other elements of the Chapter Recovery Plan will place Cameron in a very positive light for tourism development.

One project idea that could combine the Destination Tourism strategy with the Entrepreneurial Development strategy would be the establishment of a tour service at Cameron that would bus visitors to and from the Grand Canyon National park. The tremendous growth of the visitor count at the Grand Canyon has placed significant demand on parking for the national attraction. Cameron could help resolve this problem while establishing a business of its own.

## Strategy Summary

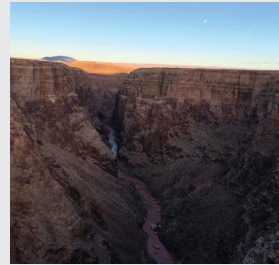
Destination Tourism is simply what its name implies: visitor attractions and destinations that have established a favorable and widespread reputation. Such destinations can exist due to unusual geographic beauty or historic significance, or they may be man-made facilities such as resorts, amusement parks, and casinos.

Frequently, community advocates have an inflated perspective on the reputation of their community as a visitor destination. If the community is not blessed with existing natural, cultural, or historic assets, the community may be challenged to establish itself in the mindset of the traveling public.

Still other communities are able to build new facilities and attractions that position the community to attract travelers from hundreds—if not thousands—of miles away.

Destination travelers tend to expend more discretionary income every day than pass-through travelers. As such, destination travel is a more significant contributor to local economies.

For the Destination Tourism Strategy to be successful, Cameron must offer the lodging, restaurants and gift shops that will allow the traveling public to spend their time and money at the Chapter. Fortunately, this has been made possible by the outstanding facilities and services at the Cameron Trading Post.



From [CameronTradingPost.com](http://CameronTradingPost.com):

A Swayback suspension bridge was erected over the Little Colorado River in 1911 creating the first easy access over the gorge. Soon after, two brothers, Hubert and C.D. Richardson established Cameron Trading Post, visited at that time only by the Navajo and Hopi locals to barter their wool, blankets, and livestock for dry goods.

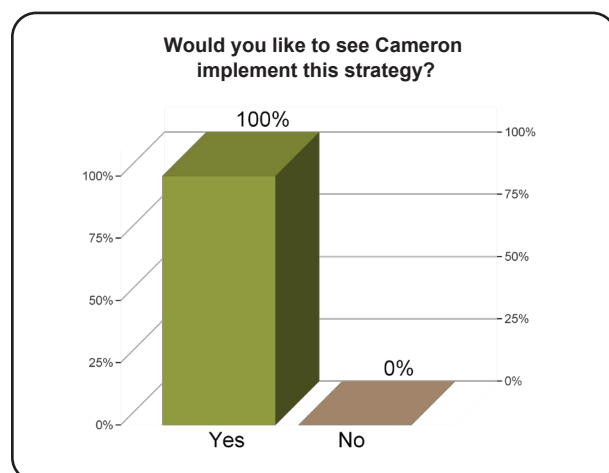
A trip to the Trading Post to trade could take days of travel by horse-drawn wagon. Guests were always treated as family, fed and housed by the trading post during their stay. As traders, the brothers were more than merchants. Understanding local dialects and customs, they were trusted by the local Native American people in matters concerning confusing new American legal and social systems. Over time as roads improved and interest in the area grew, the Cameron Trading Post's convenience to the Grand Canyon and other intriguing areas made it popular for other travelers as well. Cameron's philosophy of hospitality accommodated these changes while maintaining its role in the local community.

While the Trading Post is a significant advantage for Cameron, there is still significant demand for new lodging facilities at the Chapter. Research compiled by the Arizona Office of Tourism and other sources shows the tremendous growth of Arizona tourism, led by growth in the northern portion of the state. The Chapter is currently working with two separate hotel development projects that would add to the local capacity and contribute to the implementation of this strategy.

The Cameron Trading Post has existed for over a century and the people who work here have done so for generations. The president of the company is himself descended from the original founders, maintaining the philosophy of hospitality and respect evident in the operation of Cameron Trading Post today.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart below shows the community response.





## Findings from the Key Success Factor Analysis

There are nine Key Success Factors for the Destination Tourism strategy. Being located next to the Grand Canyon, fully six of the nine factors are positive. Most notably, “proximity to nationally recognized attractions” underscores the importance of proximity to the Grand Canyon National Park. Other important factors relate to the labor force, proximity to scheduled air service and the general acceptance of tourism as a part of the economy. The lack of funding and housing will hamper successful strategy implementation.

KEY SUCCESS FACTOR	SCORE
Proximity to nationally recognized attractions	4
Community acceptance of the visitor industry	3
Proximity to scheduled air service	3
Local, available, low-skill labor pool	3
Local government support	3
Local, available, high-skill labor pool	3
Sophisticated tourism development & promotion	2
Sufficient marketing, promotion, or public relations budget	0
Adequate housing for labor force	0

### Key Success Factor Report - Destination Tourism

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> Proximity to nationally recognized attractions	<b>Slight Comparative Advantages</b> Community acceptance of the visitor industry Proximity to scheduled air service Local, available, low-skill labor pool Local government support Local, available, high-skill labor pool
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> No Entries	<b>Major Comparative Disadvantages</b> Sufficient marketing, promotion, or public relations budget Adequate housing for labor force

### The Promise Kept

The Grand Canyon will not be the only reason why worldwide travelers come to the region. Cameron will strengthen its position as the “eastern gateway to the Grand Canyon” through tourism facility development and promotion.







# Downtown Development

<b>CATEGORY:</b> Community Development	<b>RANK:</b> 16	<b>SCORE:</b> 38
<b>JOB:</b> 4	<b>LIVABILITY:</b> 6	<b>COMPLEXITY:</b> 6

## Objectives of Strategy Implementation

Unlike many of the other Chapter Steering Committees who laugh at the notion of “downtown development,” the Downtown Development strategy has instinctive appeal to the Cameron Steering Committee. That is, there are already many businesses along US-89 and there is an obvious opportunity to organize the businesses in somewhat of a “downtown district.”

Currently, Cameron civic leaders feel disconnected from these business owners. Many of the businesses are national chains, and report to “headquarters” outside of the Cameron area. Despite this, however, Cameron officials believe there is a significant opportunity for partnership, organization, promotion and development.

Cameron officials may wish to look at the National Main Street Center Four Point Approach as a guide on how to develop its downtown. These four points include organization, promotion, economic restructuring and design. These elements would help Cameron to take a comprehensive approach that could establish and promote “downtown Cameron.”

One example of how the Downtown Development strategy might be implemented would be to examine recent development at Chinle Chapter. Local shops are situated between the motels, creating easy access between the visitors and the vendors.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart to the right shows the community response.

## Strategy Summary

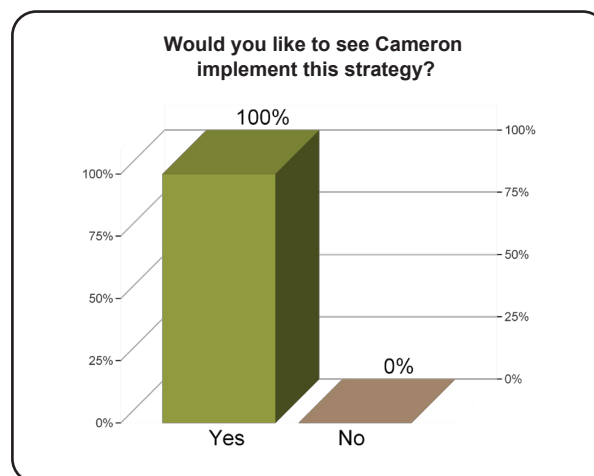
Most communities have a central business district commonly referred to as their “downtown”. Frequently, this area is recognized as the community’s business center, and can become the emotional heart of the community.

The National Trust for Historic Preservation created the National Main Street Center approach which recognizes a four-point method for downtown advocacy:

- Organization (volunteers, staffing, board of directors)
- Promotion (events, public relations, advertising)
- Design (building and amenity stabilization, preservation, beautification)
- Economic Restructuring (supporting existing businesses; promoting new businesses)

Often ignored is the large employment centers represented by downtowns. While most downtown business activity is in response to serving other businesses and residents, it still represents a vital economic sector for most communities.

By capitalizing on the four-point approach described above, jobs are created, communities have increased vitality, and a sense of pride and optimism is maintained.



## Findings from the Key Success Factor Analysis

Somewhat unique within the Navajo Thaw Region, Cameron does recognize that it “has a downtown.” Its central business district runs along US-89 and there is local government support for the strategy.

Challenges to this strategy relate to the availability of funding and staffing to implement a downtown development focus.

### KEY SUCCESS FACTOR

### SCORE

Recognizable central business district/downtown	3
Local government support	3
Local funding for downtown development	0
Downtown organization and staff	0
Implementation of national Main Street Four-Point Approach™	0
Active engagement of downtown building and business owners	0

## Key Success Factor Report - Downtown Development

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <hr/> No Entries	<b>Slight Comparative Advantages</b> <hr/> Recognizable central business district/downtown Local government support
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <hr/> No Entries	<b>Major Comparative Disadvantages</b> <hr/> Local funding for downtown development Downtown organization and staff Implementation of national Main Street Four-Point Approach™ Active engagement of downtown building and business owners

### The Promise Kept

Travelers along US-89 will feel as if they have arrived at “downtown Navajo” with a long-term commitment to building design, standards and area promotion.



# Education Development

<b>CATEGORY:</b> Community Development	<b>RANK:</b> 2	<b>SCORE:</b> 85
<b>JOB:</b> 4	<b>LIVABILITY:</b> 7	<b>COMPLEXITY:</b> 5

## Objectives of Strategy Implementation

Currently, there are no post-secondary education or training services provided directly in Cameron. Once the area youth have graduated from elementary school, they must leave Cameron or go on-line for any form of education and training.

Cameron officials see the opportunity to collaborate with an existing education service provider such as Northern Arizona University, Coconino Community College, Dine College or Navajo Technical University. With such a partnership, educational services could be established. The ultimate vision would be to establish some type of physical location for a post-secondary education provider. Cameron does believe that it has available land for such a “campus.”

One specific opportunity might be to focus this strategy on a specialized educational/training outcome. For example, the Navajo Nation will see significant investment in uranium cleanup activities which are centered in western Navajo. Currently, many of the companies and vendors specializing in environment remediation come from off the reservation and even out of state. The challenge is to utilize Navajo labor in the cleanup activities. Cameron sees an opportunity to collaborate with an educational institution to develop and implement such a training curriculum related to environmental remediation.

Another element of implementing the Education Development strategy is support for the Dzil Libie Elementary School. Currently, there is concern by the Cameron community that, increasingly, the kids are being bussed to Flagstaff. Enrollment within the Tuba City School District has been declining, creating a situation of “what to do with the elementary school?”

For years, elementary school parents have expressed concern about arsenic and potentially uranium in the water. Navajo EPA Water Quality is working with US EPA staff to schedule water monitoring activities. Jeopardizing the future health of the children is of paramount concern.

In addition, Cameron wants to protect the “business of education.” That is, Arizona school districts receive approximately \$5,000 per student for educational purposes. If the community loses the students who

## Strategy Summary

The provision of educational services, especially in rural communities, comprises a significant portion of the overall economy of a community. Communities that are home to community colleges, and especially four-year higher education institutions, benefit from an even higher percentage of economic impact derived from provision of educational services.

More and more, the ability to derive a family-wage is dependent upon educational attainment. As such, counties, states and regions that have a more educated population tend to compete better in the 21st century marketplace.

The combination of these two dynamics may inspire a community to develop an Education Development Strategy.

By developing a community development—and a political—strategy to create or enhance provision of educational services at all levels, communities can derive economic benefit. Wages associated with the delivery of educational services tend to meet family-wage levels.

Such a strategy might simply entail the augmentation or expansion of existing post-secondary educational services. Alternatively, a strategy could be more ambitious such as the creation of an institute dedicated to researching and resolving emerging issues or perhaps the establishment of a four-year educational institution.

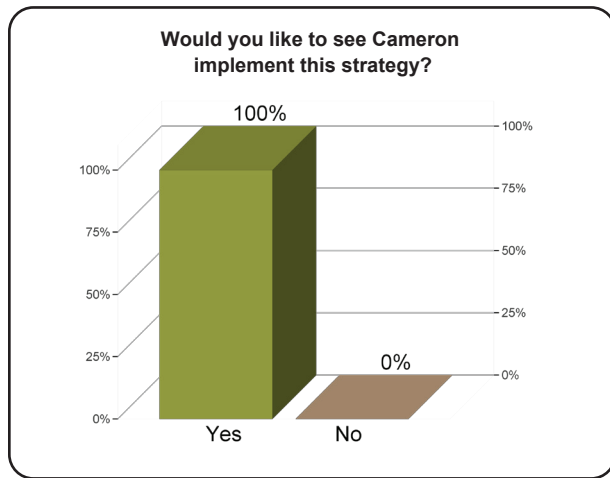
Communities desiring to pursue an Education Development Strategy must be cognizant of the budget dynamics and emerging educational trends associated with the educational institution they are trying to attract/expand.

are being bussed to Flagstaff, it exacerbates the budgetary problem leading the potential closure of the elementary school.

The goal of this effort would be to maintain the elementary school for local use, and to address the water quality concerns.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart below shows the community response.



### The Promise Kept

Cameron will identify a “higher education niche” based upon specific needs and circumstances, and then foster a relationship with a post-secondary institution to deliver such education and training.

## Findings from the Key Success Factor Analysis

All five of the Key Success Factors related to Education Development are positive, with the notion that Cameron can attract an institution willing to expand. Other positive factors relate to location and land as well as the “human factor”—the connections that the Cameron Chapter has to educational institutions.

KEY SUCCESS FACTOR	SCORE
Expandable educational institution	4
Advantageous location for government or education expansion	3
Cooperation of economic development staff and educational community	3
Land/Buildings/Campus for education development	3
Local government support	3

## Key Success Factor Report - Education Development

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> Expandable educational institution	<b>Slight Comparative Advantages</b> Advantageous location for government or education expansion Cooperation of economic development staff and educational community Land/Buildings/Campus for education development Local government support
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> No Entries	<b>Major Comparative Disadvantages</b> No Entries



# Energy Development

CATEGORY: Sector-specific	RANK: 4	SCORE: 73
JOBS: 6	LIVABILITY: 3	COMPLEXITY: 9

## Objectives of Strategy Implementation

The combination of the energy and/or wind resource with the closure of the Navajo Generation Station (thus creating excess capacity on the power transmission lines) creates a strong dynamic for renewable energy development at Cameron and elsewhere on the Navajo Nation.

The Nez-Lizer Administration has established renewable energy development as a strategic priority for the Nation.

In late 2019, the Cameron Chapter is working with a solar energy developer for the location, design, construction and operations of a solar energy array located on the eastern portion of the Chapter.

One key consideration over the long haul for Cameron is how to benefit the Chapter by supporting energy development. Renewable energy development does not have the long-term job creation opportunities that traditional energy development has had. As such, the primary benefit of such development can be long-term funding for the Chapter. For this to happen in Cameron, the Chapter would need to become a certified Chapter and then pass resolutions and gain support to maintain sales tax and other tax revenues at the Chapter. Nonetheless, energy development still has other benefits for Cameron.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart to the right shows the community response.

## Strategy Summary

The current and forecasted shortages in energy resources, and more specifically renewable energy resources, present communities with an opportunity to recruit or locally establish new energy production facilities.

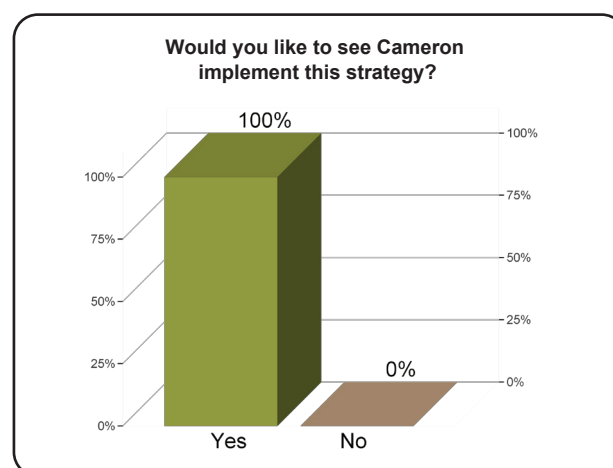
Renewable energy options include wind, solar, biomass, bio-energy, geothermal, and hydropower.

Both the federal government and many states have approved new policies and incentives to foster the development of the renewable energy industry.

While larger, established companies may have an edge in capitalizing on many of these business opportunities, viable start-up options exist based upon proximity to renewable energy supplies and local market demand.

For many states and communities, traditional non-renewable energy development and production using coal, oil or natural gas has significant potential. In these cases, proximity to the energy resource is not only necessary, but can become the catalyst in creating a local industry with or without significant local community advocacy.

America's commitment to energy independence is generally seen as dependent upon all forms of energy development—both renewable and non-renewable. At the same time, increasing emphasis on energy conservation--efficiency though green building practices and retrofitting is becoming a more common element in public policy supporting that development.



## Findings from the Key Success Factor Analysis

Five of the eight Key Success Factors for the Energy Development strategy are positive. Most notably, the Cameron Steering Committee believes that it has significant proximity to energy resources. In addition, the availability of capacity on transmission lines related to the closure of the Navajo Generating Station provides a comparative advantage. On the downside, Cameron lacks the staffing and expertise to bring great knowledge and capacity to this strategy.

KEY SUCCESS FACTOR	SCORE
Availability of energy resources	4
Ability to secure power-purchase agreements	3
Proximity to transmission lines with excess capacity	3
Supportive state energy policies and incentives	3
Local government support	3
Access to large-scale capital	2
Ability to build a team comprised of energy-development experts	1
Capable, experienced economic development professionals	1

### Key Success Factor Report - Energy Development

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> Availability of energy resources	<b>Slight Comparative Advantages</b> Ability to secure power-purchase agreements Proximity to transmission lines with excess capacity Supportive state energy policies and incentives Local government support
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> Ability to build a team comprised of energy-development experts Capable, experienced economic development professionals	<b>Major Comparative Disadvantages</b> No Entries

### The Promise Kept

Industrial-scale renewable energy development will be planned, built and operated, generating local benefits to Cameron in the form of jobs and operating revenues for the Chapter.

## Navajo Nation Renewable Energy Policy

The Nez-Lizer Administration is working to position the Navajo Nation in the driver's seat to determine its own energy future consistent with the Administration's Háyookkááł Proclamation. Also known as the Navajo Sunrise Proclamation, this policy creates a new economic vision for the Navajo people through the healing of land, fostering clean energy development, and providing leadership for the energy market for the Navajo people.

The Navajo Sunrise Proclamation is based upon four principles:

1. A diverse energy portfolio, creating workforce development and job creation for the Navajo People from focused carbon-based energy to renewable energy development
2. Restoration of land and water after decades of uranium and coal mining
3. Rural electrification of homes that lack access to electricity
4. Utility-scale renewable energy development to supply electricity to the Navajo Nation and the Western United States

In December 2019, the Navajo Nation approved \$1.9 million to secure the rights to 500 megawatts along the Navajo Generating Station transmission lines that would allow the Nation to earn revenue from the use or marketing of transmission of electrical power.





# Entrepreneurial Development

<b>CATEGORY:</b> General Business	<b>RANK:</b> 20	<b>SCORE:</b> 35
<b>JOB:</b> 6	<b>LIVABILITY:</b> 5	<b>COMPLEXITY:</b> 2

## Objectives of Strategy Implementation

Like virtually every Chapter on the Navajo Nation, there is a recognition that there is local talent that has aspirations to establish a new business. This is particularly true in the artisans/arts and crafts sector.

Cameron Steering Committee members would like to see an organized approach to support entrepreneurs with some form of business training and business planning activity.

Two such opportunities relate to the curriculum developed by ONABEN which is referred to as Indianpreneurship. Indianpreneurship is a business planning course that is culturally sensitive to Native American interests and opportunities. Another local programming effort is Change Labs which is based the Tuba City-area and is providing support to entrepreneurs.

An excellent example of entrepreneurial development is the establishment of the Native Grill alongside US-89 just south of Cameron.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart to the right shows the community response.

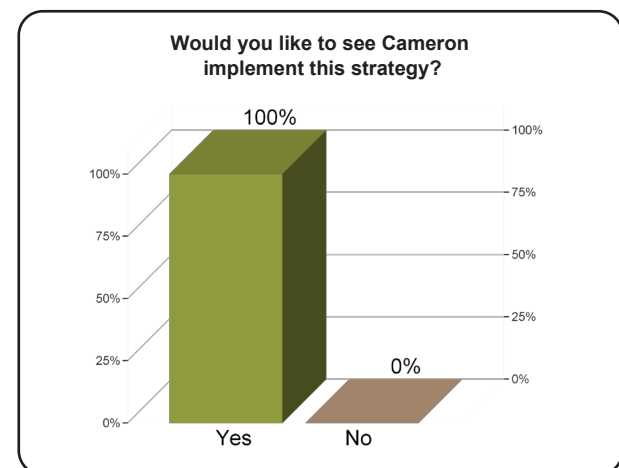
## Strategy Summary

Small businesses represent over 99% of all employers in the United States. People establish businesses based on unique skills, passion or a perceived market opportunity.

Frequently missing in a community-based economic development strategy is a concerted approach to facilitating the start-up and growth of entrepreneurial ventures.

Often referred to as microenterprise development, some programming exists to assist businesses with access to capital, resources for labor force improvement, business coaching and/or partnerships with local educational institutions.

One approach used by several communities in the United States is Enterprise Facilitation® advanced by the Sirolli Institute. Ernesto Sirolli presents the Trinity of Management approach that recognizes that individuals have passions (and therefore business ability) either with their product/service or marketing their product/service or financial management. Sirolli asserts that no one individual possesses all three skills/passions and very few possess two of the three skills/passions. Enterprise Facilitation engages an Enterprise Facilitator advised by a local board to respond to the passion and interests of local entrepreneurs to facilitate their successful establishment and expansion.



## Findings from the Key Success Factor Analysis

Three of the six Key Success Factors are positive—with the availability of a large entrepreneurial base leading the list. Other positive Key Success Factors include the availability of small business financing and the general attitude of the Chapter towards business. Challenges relate to the lack of internet capacity and the shortage of staffing for business development strategies.

KEY SUCCESS FACTOR	SCORE
Sufficient local entrepreneurial base	4
Access to small business financing	3
Local pro-business climate	3
Dedicated business coaching staff	0
Supportive post-secondary education training program	0
High-speed internet	0

### Key Success Factor Report - Entrepreneurial Development

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> Sufficient local entrepreneurial base	<b>Slight Comparative Advantages</b> Access to small business financing Local pro-business climate
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> No Entries	<b>Major Comparative Disadvantages</b> Dedicated business coaching staff Supportive post-secondary education training program High-speed internet

### The Promise Kept

The specialized skills of local artisans will be fostered in order that their incomes can be increased and standard of living be improved.





# Environmental Restoration

<b>CATEGORY:</b> Sector-specific	<b>RANK:</b> 11	<b>SCORE:</b> 64
<b>JOB:</b> 4	<b>LIVABILITY:</b> 3	<b>COMPLEXITY:</b> 4

## Objectives of Strategy Implementation

There are several locations on the Navajo Nation that have a history of uranium mining. Cameron is certainly one of those locations.

For Cameron, the desire is to turn “lemons into lemonade” by turning these “brownfields sites” into redevelopment opportunities.

Hundreds of millions of dollars will be spent to remediate these former uranium mine locations, and well-paid professionals will be managing such activity. For Cameron, this presents an opportunity to “get out in front” of this activity and benefit from the economic expenditures relating to such activity.

Combined with the Education Development strategy, Cameron could be a leader in the field of environmental remediation.

According to the Cameron Steering Committee, there are approximately 500 uranium cleanup sites on the Navajo Nation, with 200 of such sites being designated as a priority. Of those 200 priority sites, fully 30 of those uranium mining sites are on the Cameron Chapter. Significant cleanup contracting is underway, and such activity will take place on the Navajo Nation for years. There is opportunity to connect the Environmental Remediation strategy with the Education Development strategy, allowing Cameron to “take charge” of the long-standing problem to create beneficial economic activity.

Another environmental concern expressed by the Cameron Steering Committee is transmission line radiation. Major power transmission lines do bisect the Chapter which bring power from area-based power plants to the urban markets of southern California and southern Arizona.

One key outcome described by the Cameron Steering Committee is to “hire local” in terms of the uranium cleanup activities. Currently, the perception is that virtually everyone is coming from out of the region and out of the state to perform such activities. Tying this problem into the Education Development strategy to create training opportunities is one priority for the Cameron Chapter.

Finally, a decision about reuse/remodel or demolition of the old Chapter House building needs to be made. Currently, the building is shuttered due to the prevalence of asbestos in the building.

## Strategy Summary

Communities have the opportunity to “turn lemons into lemonade” by focusing on derelict industrial buildings and sites for redevelopment.

Frequently, communities may have industrial sites from a bygone era that are not currently in use. These sites relate to natural resource-based extraction industries that may have utilized chemicals or compounds that have left the industrial land unusable for future use without first completing clean-up activities.

The benefits of this strategy are twofold: 1) jobs can be created initially by clean-up activities; and 2) the residual industrial site becomes available for promotion and development thus creating jobs in the long-term.

First and foremost, communities must have an eligible site for an environmental restoration strategy. One or more former industrial sites that have environmental contamination preventing future redevelopment are essential to advance this strategy. These sites are frequently referred to as brownfield sites.

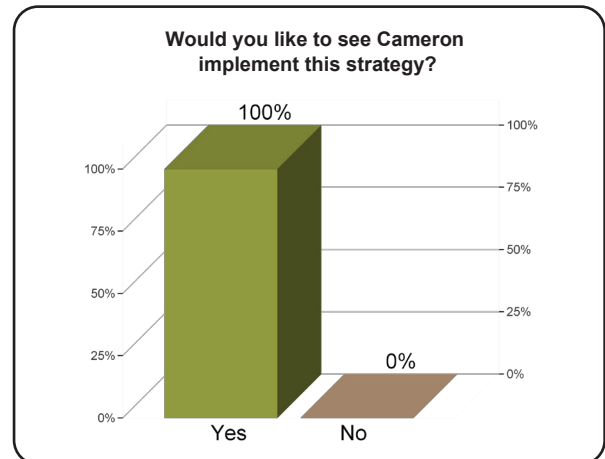
A community must then mobilize itself by first assessing the condition of the property, and then developing a specific action plan to remediate the environmental problem.

Of critical importance is the formation of a local team that can network with state and/or federal contacts to attract the funding necessary to assess and address the environmental problem.

Finally, communities must have the local sophistication to redevelop and market the restored site for future use.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart below shows the community response.



## Findings from the Key Success Factor Analysis

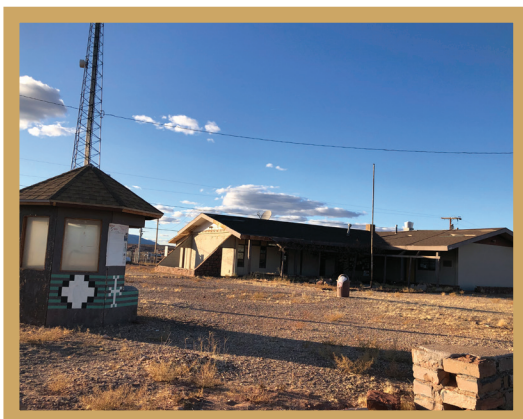
Cameron scores the “Availability of Brownfield Sites” as above average, primarily focusing upon the large number of uranium mining sites that surround the Chapter. The Chapter also believes that it can successfully implement this strategy due to strong local government support and its connection to political leaders.

On the downside, there is a lack of local staffing dedicated toward the implementation of this strategy.

KEY SUCCESS FACTOR	SCORE
Availability of brownfield sites	3
Local government support	3
Strong state and/or federal legislative delegation	3
Access to large-scale capital	2
Capable, experienced economic development professionals	1

## Key Success Factor Report - Environmental Restoration

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <hr/> No Entries	<b>Slight Comparative Advantages</b> <hr/> Availability of brownfield sites Local government support Strong state and/or federal legislative delegation
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <hr/> Capable, experienced economic development professionals	<b>Major Comparative Disadvantages</b> <hr/> No Entries



### The Promise Kept

Cameron will turn “lemons into lemonade” by assuming a lead role in uranium mine cleanup which will serve to employ local Navajo people and strengthen the area economy.



# Health Care Expansion

<b>CATEGORY:</b> Community Development	<b>RANK:</b> 12	<b>SCORE:</b> 63
<b>JOB:</b> 5	<b>LIVABILITY:</b> 7	<b>COMPLEXITY:</b> 6

## Objectives of Strategy Implementation

Similar to other Chapters throughout the Navajo Thaw Region, there is respect for Tuba City Regional Health Care Corporation and the services they provide. For Cameron, this comes directly in the form of Cameron Dental, a dentistry operation coordinated by the local health care provider.

Cameron is very supportive of its dental facility, and would like to facilitate the expansion of the facility through the implementation of this strategy. Other health care services could also be provided from the Cameron location.

For years, one of the top priorities at Cameron has been the development of a senior citizen nursing home. Local elderlies are unable to leave their home, and increasingly needing this level of services.

Cameron values the availability of the Community Health Representative, and is impressed with recent investments/expansions by the Tuba City Regional Health Care Corporation including its trauma center, oncology services and the development of the Sacred Peaks facility in Flagstaff. Cameron would like the next major investment by Tuba City Regional Health Care Corporation to be the senior living facility at Cameron.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart to the right shows the community response.

## Strategy Summary

Communities that have established notable centers of excellence for broad-based health care or specific health care specialties benefit from an unusually large cadre of well-paid professionals.

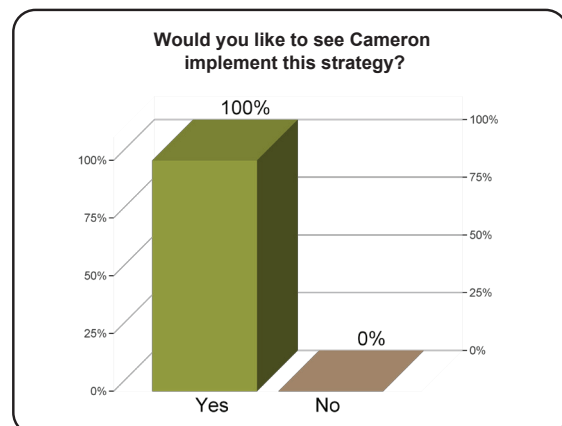
Communities such as Rochester, Minnesota, home of the Mayo Clinic, for example, benefit substantially from having a high health care location factor. ("Location factors" are an economic term referring to a high density of employment in an industry within a specific region.)

National trends have a significant impact on health care, especially in rural communities. Mergers and acquisitions create a dynamic where there are fewer health care conglomerates controlling hospitals dispersed throughout the country.

Additionally, federal policies on Medicaid and Medicare reimbursements have created a significant financial challenge for rural hospitals.

Communities desiring to pursue a health-care-based business development strategy should begin with a very objective analysis of the true competitive position of their local hospital and medical community. While every community likes to boast that they have competitive superiority with respect to health care professionals and facilities, a realistic assessment may prove otherwise.

It may be more realistic to target a specialty area of health care. For example, many rural hospitals have targeted orthopedic care based upon the superiority of one or more orthopedic surgeons and the investment in state-of-the-art orthopedic assessment and surgery equipment.





## Findings from the Key Success Factor Analysis

Of the eight Key Success Factors for Health Care Expansion, seven of them score at or above average. The only deficient factor relates to the lack of funding to market and promote this strategy. Given that funding is not a critical factor, the stage may be set for successful implementation of this strategy.

The Cameron Steering Committee has confidence in the strategic thinking, health care services and financial strength of Tuba City Regional Health Care Center. Building upon the existence of Cameron Dental provides a launch pad for this strategy.

KEY SUCCESS FACTOR	SCORE
Financially sound existing health care facility	3
Prospect of an expanded geographic market for health care	3
Existing excellence in local health care	3
Local, available, low-skill labor pool	3
Local, available, high-skill labor pool	3
Competent, strategic-minded hospital and health-care executives	2
Strong community support	2
Sufficient marketing, promotion, or public relations budget	0

### Key Success Factor Report - Health Care Expansion

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <hr/> No Entries	<b>Slight Comparative Advantages</b> <hr/> Financially sound existing health care facility Prospect of an expanded geographic market for health care Existing excellence in local health care Local, available, low-skill labor pool Local, available, high-skill labor pool
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <hr/> No Entries	<b>Major Comparative Disadvantages</b> <hr/> Sufficient marketing, promotion, or public relations budget



### The Promise Kept

Cameron Dental will grow and expand, setting the stage for the establishment of additional specialty health care services in Cameron.



# Infrastructure Development

<b>CATEGORY:</b> Other	<b>RANK:</b> 25	<b>SCORE:</b> 6
<b>JOB:</b> 2	<b>LIVABILITY:</b> 4	<b>COMPLEXITY:</b> 3

## Objectives of Strategy Implementation

The Plan Week-based discussion provided interesting findings with respect to an Infrastructure Development strategy. There is tremendous need and desire to successfully implement this strategy. Cameron is impacted by water quantity and quality issues, and desires to have a multi-faceted approach to infrastructure development which also includes wastewater treatment, transportation improvement, telecommunications improvement and significant improvements to its system of roads and streets. At the same time, however, this strategy scored the lowest of the 25 strategies based upon the Key Success Factor Analysis.

All of this underscores the vital role of the Navajo Thaw Implementation Plan and support from the consulting team to assist Cameron to get the funding and professional services needed in order to design and develop such infrastructure. This is one of the ultimate goals of the Navajo Thaw Implementation Plan.

Cameron's Infrastructure Capital Improvement Plan (CIP) is provided and summarized in this Chapter Recovery Plan. For Cameron, the ideal role of the Navajo Thaw Implementation Plan would be to fund all of these infrastructure projects, as all of them would benefit the area once known as the Former Bennett Freeze Area. Other priorities include:

- One special focus of the Infrastructure Development strategy will be to improve the roads and streets throughout Cameron Chapters.
- The latus structure that towers over the Cameron Chapter House would lead the uninformed eye to the conclusion that "Cameron must have great cell phone receptivity." Unfortunately, the tower and the telecommunications equipment that is attached is but only a visual nuisance to the Chapter. Cell phone connectivity is barely reached in Cameron by distant towers, and, like so many places on the Navajo Nation, people feel disconnected and public safety is hampered due to the lack of such connectivity.
- Cameron officials are interested in capitalizing upon the "old slurry line" that brought liquified coal from Black Mesa to the Mojave Generating Station up until its closure in 2005. Capitalizing on the remaining right-of-way creates an opportunity to rebuild the pipeline structure to carry the water between Black Mesa and Cameron.

## Strategy Summary

The term infrastructure describes all of the basic utilities and public services needed by communities and businesses. Infrastructure includes, but is not limited to, power, water, sewer, storm sewer, street/roads, and telecommunications.

Although "infrastructure development" is an economic development strategy, it is typically viewed of a means-to-an-end in terms of providing the necessary input for other strategies to be successful.

Infrastructure development is considered an economic development strategy in-and-of-itself in that it is a long-term commitment toward the betterment of communities and the businesses that they support.

Communities need to examine the infrastructure requirements both of their current residents, as well as their projection of future residential, commercial, and industrial demands.

The federal government, and most state governments, provide long-term, low-interest debt financing to advance eligible infrastructure projects. At times, particularly when immediate job creation opportunities arise, grant funding is available for infrastructure development.

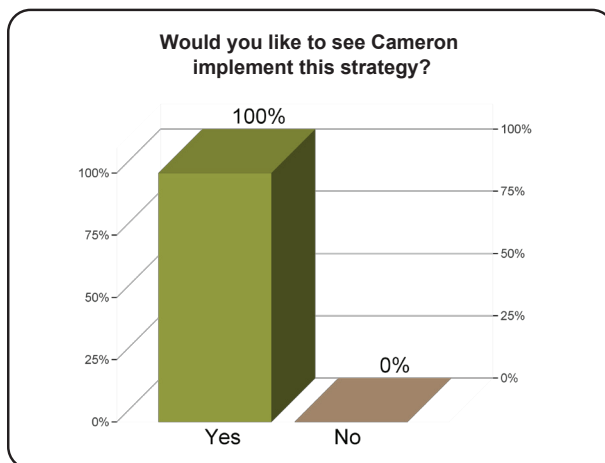
Communities pursuing an infrastructure development strategy should strategically assess their needs, and engineer solutions consistent with long-term projections.



- The availability of existing buildings for business purposes at Cameron Chapter is almost nonexistent. One available building is the Old Slurry House which is located three miles west of US-89 on Cameron Chapter.
- One of the infrastructure priorities for Cameron is to improve the wastewater treatment system.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart below shows the community response.



### The Promise Kept

Cameron will take a proactive approach to all infrastructure development opportunities, shaping all planning and funding efforts to provide a comprehensive solution to the water, wastewater treatment, power, transportation and telecommunications infrastructure needs of the Chapter.

## Findings from the Key Success Factor Analysis

As the lowest scoring strategy of the 25, all four of the Key Success Factors score below average. The low-scoring factors underscore the importance of the Navajo Thaw Implementation Plan to the Cameron Chapter. Development of infrastructure is absolutely critical for the forward-thinking Chapter that looks to capitalize upon its proximity to the Grand Canyon.

KEY SUCCESS FACTOR	SCORE
Access to long-term infrastructure loans and grants	1
Accurate, long-term analysis of infrastructure needs and costs	0
Team approach to infrastructure finance	0
Community support for needed infrastructure rate increases	0

### Key Success Factor Report - Infrastructure Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
No Entries	No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
Access to long-term infrastructure loans and grants	Accurate, long-term analysis of infrastructure needs and costs Team approach to infrastructure finance Community support for needed infrastructure rate increases



# Leading-edge Development

<b>CATEGORY:</b> Sector-specific	<b>RANK:</b> 18	<b>SCORE:</b> 36
<b>JOB:</b> 6	<b>LIVABILITY:</b> 4	<b>COMPLEXITY:</b> 7

## Objectives of Strategy Implementation

The Cameron Steering Committee recognizes that they do not have the fiber optics and bandwidth in order to support high tech and other businesses that would demand such infrastructure. Nonetheless, the implementation of this strategy would lead to the development of such telecommunications infrastructure, setting the stage for targeted opportunities to attract high-tech related companies.

One surprising comparative advantage for Cameron is its high-skill labor force. Like other parts of the Navajo Thaw Region, there are talented Navajo professionals that frequently must travel out of state in order to deploy their capabilities and generate the lifestyle they desire for themselves. If such talent had the opportunity to deploy their skills locally, they would. The Navajo people to desire to “come home” to the Navajo Nation. For those with technology talent and educational attainment, however, they generally must leave the region for decades.

The implementation of this strategy would likely lead to a potential partnership with Northern Arizona University or another educational service provider in order to strategically target high-tech related opportunities for business development.

## Strategy Summary

Since the invention of the wheel, mankind has developed business applications of new inventions. From the cotton gin to the automobile to the telephone to the steam engine, leading edge thinking has transformed America and established the nation as a world leader in business and economics.

For communities, this creates an opportunity for economic development. Fostering and harnessing the creative and intellectual capacity of its citizenry can generate new and expanded businesses, creating high-wage jobs.

Of the 25 strategies, however, Leading-edge Development is the most complex strategy to implement. Communities must have extraordinary competitive advantages with respect to the intellectual and creative capacity of its citizenry, and structures such as higher education institutions must be available and focused in order to cultivate such opportunities.

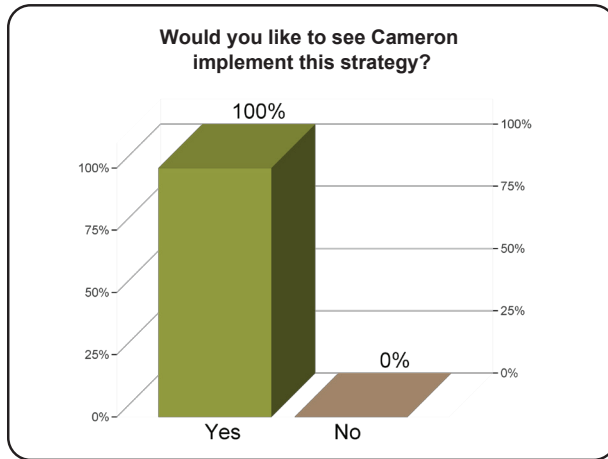
Leading-edge Development comes with many different titles, depending upon the regions and institutions advancing similar efforts. This strategy is often referred to as technology-led development, entrepreneurial development, and high tech, among other monikers. Building Communities coins the name Leading-edge Development to describe efforts that typically:

- Focus on the application of technology (although not exclusively)
- Require sophisticated management teams
- Need the transfer of technology from educational institutions
- Need angel investors or venture capital
- Have national and/or international markets

Leading-edge Development is distinguished from Entrepreneurial Development and Business Cultivation generally by the level of sophistication of the product or service, and distinguished from Business Recruitment by the specificity of focus on one application.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart below shows the community response.



## Findings from the Key Success Factor Analysis

The Leading Edge Development strategy is one of the most sophisticated strategy having 18 Key Success Factors. Surprisingly, exactly 50% of the factors score above average. The Cameron Steering Committee is bullish on many of the important factors such as the local entrepreneurial base, the availability to compete in a global market, the strength of its labor force, and proximity to markets.

At the same time, the Cameron Steering Committee recognizes that there are challenges to the strategy which primarily relate to infrastructure, buildings and human resources.

KEY SUCCESS FACTOR	SCORE
Sufficient local entrepreneurial base	4
Ability to compete in a global market	3
Cooperation of economic development staff and educational community	3
Local government support	3
Availability of land for business prospects	3
Local, available, low-skill labor pool	3
Proximity to scheduled air service	3
Proximity and access to markets	3
Local, available, high-skill labor pool	3
Access to large-scale capital	2
High availability of urban services	1
Capable, experienced economic development professionals	1
Availability of local buildings	1
Availability of local infrastructure	1
Competitive recruitment incentives	0
Dedicated local financial resources for staffing recruiters	0
Supportive post-secondary education training program	0
Adequate telecommunications infrastructure	0

## Key Success Factor Report - Leading-edge Development

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b>  Sufficient local entrepreneurial base	<b>Slight Comparative Advantages</b>  Ability to compete in a global market Cooperation of economic development staff and educational community Local government support Availability of land for business prospects Local, available, low-skill labor pool Proximity to scheduled air service Proximity and access to markets Local, available, high-skill labor pool
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b>  High availability of urban services Capable, experienced economic development professionals Availability of local buildings Availability of local infrastructure	<b>Major Comparative Disadvantages</b>  Competitive recruitment incentives Dedicated local financial resources for staffing recruiters Supportive post-secondary education training program Adequate telecommunications infrastructure

### The Promise Kept

Cameron will build upon its uncommon advantage of having many very talented and educated residents who will come back to the area to utilize their skills to build local “leading edge” businesses.



# Local/Regional Tourism

<b>CATEGORY:</b> Tourism	<b>RANK:</b> 14	<b>SCORE:</b> 58
<b>JOB:</b> 3	<b>LIVABILITY:</b> 8	<b>COMPLEXITY:</b> 3

## Objectives of Strategy Implementation

The Local Regional Tourism strategy is all about events. For Cameron, the Chapter already organizes and executes an annual event in early October.

When asked, the Cameron Steering Committee and attendees of the Voice of the Community Meeting unanimously indicated their support for maintaining and expanding their existing event, and then developing and promoting a second annual event that would serve to implement this Local Regional Tourism Strategy.

The Cameron Community Celebration is held in early October every year and allows local residents and visitors from throughout the world to mix and celebrate life at Cameron. Games and events as well as music is scheduled and organized. The event offers easy access to and from the highway and could be expanded with additional volunteer commitment.

## Strategy Summary

While most communities do not have a destination attraction in their backyard, they may have sufficient recreational or historical amenities that can draw visitors within a one-day drive and thus stimulate the local economy.

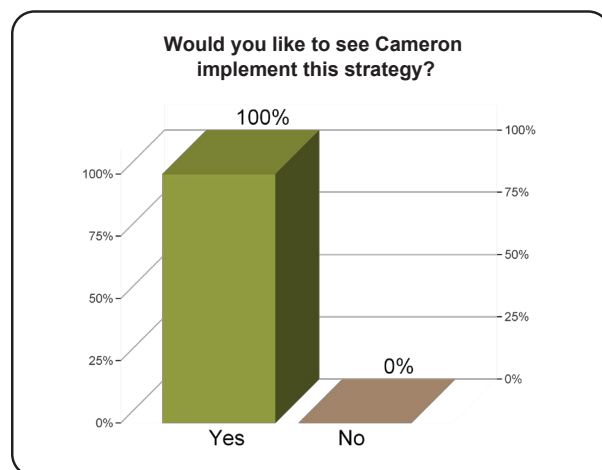
Many communities have successful weekend events designed to celebrate the community's history and/or culture. These events have potential to draw people from a county or two away.

By investing in the local tourism "product" and marketing efforts, tourism expenditures can be maximized.

Communities should understand that employing a local/regional tourism strategy is not an economic panacea. Such a strategy can have a modest economic impact, however, and bolster community pride.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart below shows the community response.



## Findings from the Key Success Factor Analysis

A relatively simple strategy, the Local Regional Tourism strategy has only four Key Success Factors. Of these factors, two score above average. The Cameron Steering Committee does believe that it has local recreational and visitor attractions and that it can offer relative sophistication in coordinating and marketing local events.

### KEY SUCCESS FACTOR

### SCORE

Local recreational and visitor attractions	3
Relative sophistication in coordinating and marketing local events	3
Strong community support	2
Sufficient marketing, promotion, or public relations budget	0

The lack of discretionary funding to promote this strategy is the only downside.



## Key Success Factor Report - Local/Regional Tourism

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <hr/> No Entries	<b>Slight Comparative Advantages</b> <hr/> Local recreational and visitor attractions Relative sophistication in coordinating and marketing local events
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <hr/> No Entries	<b>Major Comparative Disadvantages</b> <hr/> Sufficient marketing, promotion, or public relations budget

### The Promise Kept

Cameron will foster the growth of its existing community celebration, and establish a second annual event to celebrate community and progress.



# Pass-through Visitor Services

<b>CATEGORY:</b> Tourism	<b>RANK:</b> 1	<b>SCORE:</b> 95
<b>JOB:</b> 2	<b>LIVABILITY:</b> 7	<b>COMPLEXITY:</b> 1

## Objectives of Strategy Implementation

With an estimated 1.5 million visitors annually passing through Cameron on their way to the Grand Canyon National Park, and other visitors proceeding east toward the Navajo Nation and north towards Antelope Canyon, Cameron is clearly in a position to capitalize on the Pass Through Visitor Services strategy.

Currently, there are plenty of “cash register” in Cameron that are capitalizing on the need by travelers to purchase gasoline, food, and other goods and services. Cameron would like to facilitate the expansion of this type of economic activity, and dovetail this strategy with the Cultural Tourism and Destination Tourism strategies.

The Cameron Steering Committee expressed enthusiastic support for the design and construction of vending facilities that would feature Navajo architecture, public restrooms and available Wi-Fi for business transactions. The Steering Committee members agreed that this could be part of a broader initiative that would benefit the entire Navajo Thaw Region, improving the arts and crafts market for all.

One project to implement this strategy would be to upgrade the Cameron Visitor Center and make it more inviting/hospitable to the traveling public.

Place Cameron Visitor Center photo here.

The Cameron Steering Committee indicates that the Arizona Department of Transportation does officially recognize several of the vending locations along US-89. The Navajo Thaw Implementation Plan could play a role in convening future discussions about the access to—and improvement of—the vending areas.

Vendors at the first viewpoint on the way to the Grand Canyon on SR-64 have a designated area at the overlook. The overlook is in the middle of a two-phased improvement bringing an upgrade to the parking area and new restrooms. The second

## Strategy Summary

Depending on a community's proximity to major interstates, highways, scenic byways, and other significant travel routes, communities can enjoy the benefits of non-destination visitor expenditures.

Travel expenditures can be categorized as destination travel expenditures or pass-through travel expenditures. Unlike destination travel, pass-through travel simply represents the activity that a traveler conducts on the way to their destination. These expenditures are typically fuel, meals, and sometimes lodging.

Generally, these expenditures happen regardless of efforts made by local communities. Certain targeted efforts, however, can have a modest impact on pass-through visitor expenditure patterns:

- Signage on travel routes (freeways, highways, etc.)
- Community entrance beautification efforts
- Low-frequency AM Radio transmitters
- Hospitality training educating front-line workers about local visitor destinations



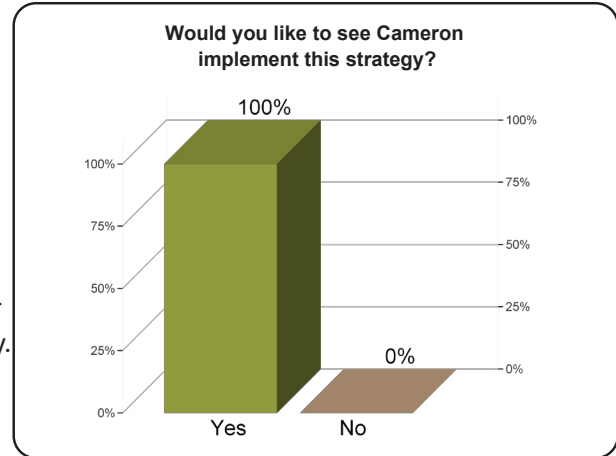
The location of the Cameron Visitors Center is ideal, as it is high-profile and relatively accessible, especially for Grand Canyon-bound traffic heading from the south. Upgrading the exterior appearance and interior functionality of the Visitors Center would well-serve the Chapter as it works to capitalize upon the six million annual visitors traveling to the Grand Canyon National Park, with an estimated 25% of the traffic routed through Cameron.



phase will construct new facilities for the vendors. One concern of the vendors is that they can only be accessed by people that have agreed to pay the fee to enter the Navajo Nation Park.

### Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart below shows the community response.



### Findings from the Key Success Factor Analysis

All four of the Pass Through Visitor Services Key Success Factors are positive, lead by proximity to travel routes and the local focus on revenues from visitors by area businesses. In addition, the Cameron Steering Committee believes that an adequate labor force exists to support the implementation of this strategy.

KEY SUCCESS FACTOR	SCORE
Proximity to travel routes	4
Local focus on revenues from visitors	4
Local, available, low-skill labor pool	3
Local, available, high-skill labor pool	3

### Key Success Factor Report - Pass-through Visitor Services

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <hr/> Proximity to travel routes Local focus on revenues from visitors	<b>Slight Comparative Advantages</b> <hr/> Local, available, low-skill labor pool Local, available, high-skill labor pool
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <hr/> No Entries	<b>Major Comparative Disadvantages</b> <hr/> No Entries

### The Promise Kept

Cameron will build upon its status as the US-89 business center by offering even more opportunities for travelers to stop, shop, and discover Cameron.



# Value-added Agriculture

<b>CATEGORY:</b> Value-added	<b>RANK:</b> 7	<b>SCORE:</b> 67
<b>JOB:</b> 9	<b>LIVABILITY:</b> 2	<b>COMPLEXITY:</b> 9

## Objectives of Strategy Implementation

Cameron has a rich and proud history of agricultural activity. For Cameron, steps have already been taken to reestablish this agricultural heritage.

The most notable project implementing the Value-added Agriculture strategy is Cameron Farm Enterprise. The mission statement for this project is “Putting wisdom and water to work rebuilding our agricultural economy in Hozho.”

The project will create a 133-acre enterprise farm which will serve as a model for the Lower Colorado River. The project entails building infrastructure (fences, wells, solar power, pipes and irrigation systems), developing policies for farming and community garden plots, hiring staff and recruiting youth growers, offering garden plots to families, planting and tending crops, offering beginning farmer training at an incubator farm, harvesting crops for market and community giveaways, celebrating the land, and learning to share with other communities. This project also supports efforts to maintain water rights.

Cameron has received funding in a partnership with Tolani Lake Enterprises for this project. Work is underway including many of the studies and surveys that will support the water wells and the overall project. The Cameron Farm Enterprise project received a commitment of \$100,000 of funding from the Sihasin Fund for the completion of their project. Funding is still needed for architectural clearances and work to meet the Endangered Species Act.

Another opportunity would be the reestablishment of the Farmer’s Market. Historically, a farmer’s market was established and supported by the local people, benefitting from the agricultural activity made possible by water runoff along the area washes.

## Strategy Summary

Counties—and frequently clusters of counties—may produce an inordinate amount of one or more agricultural products based upon competitive advantages such as soil types, climate, and elevation.

If sufficient volumes of individual raw materials are produced, communities may have an opportunity to “add value” to the raw commodities through processing. Examples include producing french fries from potatoes, sugar from sugar beets/sugar cane, steaks from cattle, and wine from grapes.

Advantages from value-added agricultural business include retaining profits and job-creation opportunities locally, providing jobs consistent with skill levels of the local labor force, and reinforcing the culture and economy of local communities.

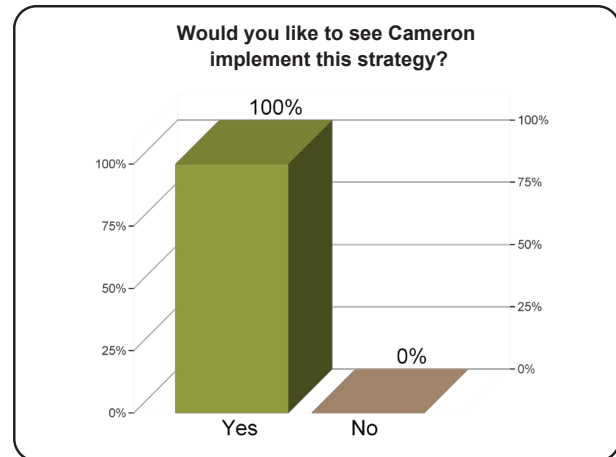
Drawbacks from a value-added agriculture strategy typically include a high demand on local utilities (typically water, sewer, and power), frequently below-to-average wage levels, and sometimes undesirable wastewater and air emissions.

## The Promise Kept

Cameron Farm Enterprise will pioneer the way for the reestablishment of Navajo Nation’s proud agricultural past.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart to the right shows the community response.



## Findings from the Key Success Factor Analysis

Seven of the 11 Key Success Factors for the Value-added Agriculture strategy are above average. Most notably, the Cameron Steering Committee believes that it can focus upon the development of agricultural products and such products can be marketed to reach the markets. The strength of the local labor pool also contributes to this strategy. On the downside, this strategy is encumbered by the lack of local infrastructure and existing buildings.

KEY SUCCESS FACTOR	SCORE
Proximity to large volumes of agricultural commodities	3
Proximity and access to markets	3
Ability to successfully market materials	3
Ability to understand industry trends and opportunities	3
Availability of land for business prospects	3
Local, available, low-skill labor pool	3
Local, available, high-skill labor pool	3
Access to large-scale capital	2
Availability of local buildings	1
Availability of local infrastructure	1
Excess water and sewer infrastructure capacity	0

## Key Success Factor Report - Value-added Agriculture

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> No Entries	<b>Slight Comparative Advantages</b> Proximity to large volumes of agricultural commodities Proximity and access to markets Ability to successfully market materials Ability to understand industry trends and opportunities Availability of land for business prospects Local, available, low-skill labor pool Local, available, high-skill labor pool
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> Availability of local buildings Availability of local infrastructure	<b>Major Comparative Disadvantages</b> Excess water and sewer infrastructure capacity



# Value-added Forest Products

CATEGORY: Value-added	RANK: 5	SCORE: 70
JOBS: 8	LIVABILITY: 3	COMPLEXITY: 9

## Objectives of Strategy Implementation

At first glance, “there is not a tree in sight” from the developed area of Cameron. But on the other hand, there are opportunities to collaborate with the Kaibab National Forest.

The forest products industry does have historical roots at Cameron, as a recently-operated lumber mill is located just outside of the Cameron Chapter House.

The Cameron Steering Committee sees a very viable opportunity to successfully implement this Value-added Forest Products strategy. The result might focus on the development of wood pellets for home heating or other potential value-added opportunities.

The Chapter might coordinate with the Tusayan Ranger District to secure firewood. Additional assistance and information might be provided by the US Forest Service to help implement this strategy.

One specific business activity related to the Value-added Forest Products strategy would be to clean up the forest by utilizing biomass for energy production (wood pellets or other uses). Further to the east, the Navajo Nation Division of Natural Resources indicates that forest cleanup yielding biomass materials is also available.

## Voice of the Community Survey Results

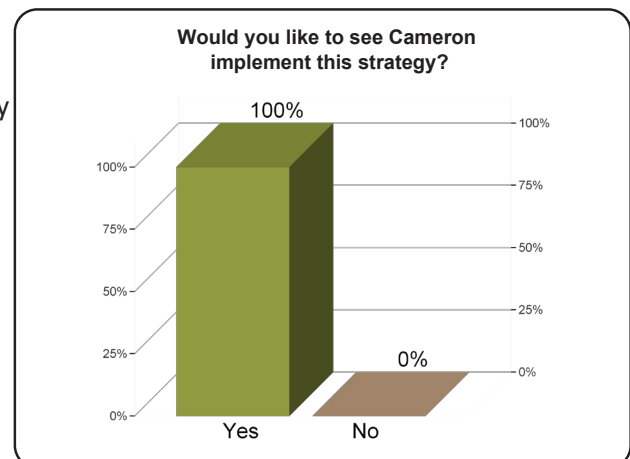
During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart to the right shows the community response.

### Strategy Summary

A variety of products can be produced from our federal, state, and private forests. Most commonly, lumber is produced from timber. Additionally, forests produce other potential products including fuel for biomass energy, hardwood for furniture manufacturing and flooring, and miscellaneous forest products such as mushrooms.

Policy changes on federal forests over the past 20 years have reduced the availability of the timber supply, causing the lumber production industry to be more centralized amongst fewer large-scale companies. Replacing these mill jobs with new jobs in a related industry can be an attractive strategy for communities.

In addition, the nation's increasing demand for renewable energy is increasingly making biomass-to-energy plants economically viable.



## Findings from the Key Success Factor Analysis

Eight of the 11 Key Success Factors for the Value-added Forest Products score “slightly above average.” Of these factors, proximity to the forest and the availability to secure funding are relatively high. On the downside, once again, the lack of local infrastructure and buildings will challenge this strategy.

KEY SUCCESS FACTOR	SCORE
Proximity and access to forests and forest products	3
Ability to secure long-term contracts for forest materials	3
Ability to successfully market materials	3
Proximity and access to markets	3
Ability to understand industry trends and opportunities	3
Availability of land for business prospects	3
Local, available, low-skill labor pool	3
Local, available, high-skill labor pool	3
Access to large-scale capital	2
Availability of local buildings	1
Availability of local infrastructure	1

### Key Success Factor Report - Value-added Forest Products

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <hr/> No Entries	<b>Slight Comparative Advantages</b> <hr/> Proximity and access to forests and forest products Ability to secure long-term contracts for forest materials Ability to successfully market materials Proximity and access to markets Ability to understand industry trends and opportunities Availability of land for business prospects Local, available, low-skill labor pool Local, available, high-skill labor pool
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <hr/> Availability of local buildings Availability of local infrastructure	<b>Major Comparative Disadvantages</b> <hr/> No Entries

### The Promise Kept

Cameron’s existing forest products business will grow and expand and new opportunities to utilize regional forest materials will create jobs for the region.



# Value-added Mining

CATEGORY: Value-added	RANK: 3	SCORE: 78
JOBS: 6	LIVABILITY: 1	COMPLEXITY: 9

## Objectives of Strategy Implementation

Although the Cameron Steering Committee does not envision the reintroduction of uranium mining, there are other opportunities for Value-added Mining activity at Cameron. Most notably, Cameron does have a supply of aggregate/gravel that could be useful for future roads and transportation development associated with the implementation of the Infrastructure Development strategy.

Cameron would like to become more proactive about its source of aggregate and develop this strategy in order to produce local jobs. Other potential materials for mining could include bentonite, landscape rock/petrified stone, gravel, and even uranium (although unlikely).

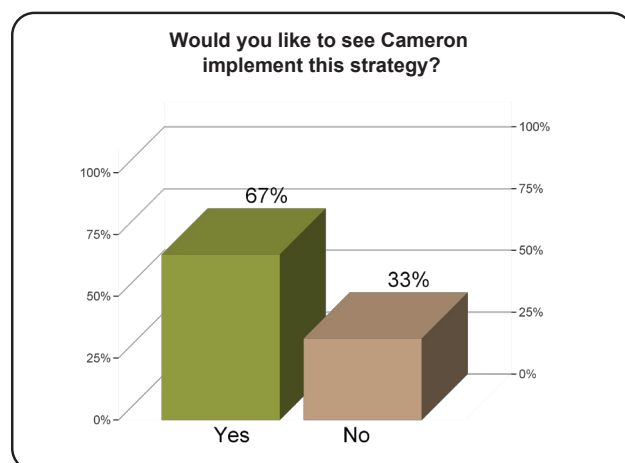
## Strategy Summary

A variety of materials and minerals are extracted from the Earth. Generally, these raw products become the basis for commercial products through a variety of procedures such as crushing, heating, pressure, and other procedures.

Value-added mineral processing such as steel and aluminum smelting and refining operations are very capital-intensive operations. A sampling of products includes: 1) rolled, cast, forged, and extruded products, 2) wire and wire products, 3) nonmetallic mineral products, 4) motor vehicle parts, 5) fabricated metal products, and 6) cable for energy and communications firms.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Cameron implement this strategy. The bar chart below shows the community response.



## Findings from the Key Success Factor Analysis

Six of the nine Key Success Factors for the Value-added Mining Strategy score above average. The Cameron Steering Committee does believe that it has proximity to such materials, most notably aggregate/gravel. The Chapter also believes that it has the sophistication to successfully advance this strategy. On the downside, similar to many other strategies, the lack of buildings and infrastructure make implementation a challenge.

KEY SUCCESS FACTOR	SCORE
Proximity to raw materials and minerals	4
Proximity and access to markets	3
Ability to understand industry trends and opportunities	3
Availability of land for business prospects	3
Local, available, low-skill labor pool	3
Local, available, high-skill labor pool	3
Access to large-scale capital	2
Availability of local buildings	1
Availability of local infrastructure	1

### Key Success Factor Report - Value-added Mining

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> Proximity to raw materials and minerals	<b>Slight Comparative Advantages</b> Proximity and access to markets Ability to understand industry trends and opportunities Availability of land for business prospects Local, available, low-skill labor pool Local, available, high-skill labor pool
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> Availability of local buildings Availability of local infrastructure	<b>Major Comparative Disadvantages</b> No Entries

### The Promise Kept

Aggregate/gravel mining will be established at Cameron, meeting the roads and infrastructure needs of western Navajo Nation.



## Section 3:

# Quality-of-Life Initiatives

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### Quality-of-Life Initiatives

- **Chapter Certification**
- **Gardening Activities**
- **Recreational Activity Building**
- **Rural Addressing**

# Quality-of-Life Initiatives

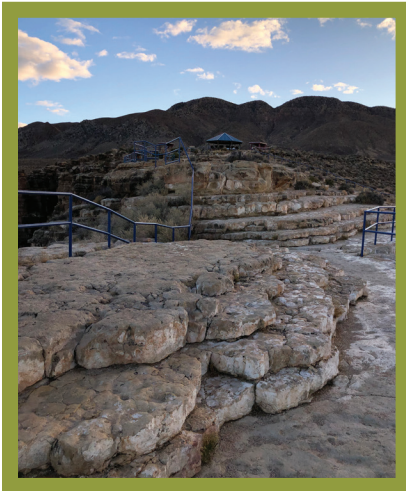
## Background

For most communities, economic development is not just about creating jobs. Many communities are recognizing that they must take proactive measures to sustain and improve the quality of life for their residents and future generations.

Building Communities approaches this by asking Steering Committee members and *Voice of the Community Meeting* attendees the following question: “What is impacting the quality of life in your community?”

Invariably, a thoughtful discussion ensues. Typically, between 10-40 issues are identified. Where logical and convenient, many of the issues/projects are then combined into manageable efforts that could be handled by the community in order to improve its quality of life.

Ultimately, the Steering Committee discusses all of the potential *Quality-of-life Initiatives* and selects a subset of such initiatives for implementation.



## Initiatives Selected by Cameron

Ultimately, Cameron selected four Quality-of-Life Initiatives for implementation. Below is a brief description of each of these selected initiatives.

### Chapter Certification

The Cameron Chapter is working toward LGA certification by focusing upon the Five Management System and by updating its Community Land Use Plan. Already, Cameron has a plan of operation which would lead to Chapter Certification. This plan needs to be “approved in Window Rock.” In addition, the Chapter will need to hold public hearings on its CLUP update and Five Management System plans.

One additional outcome of Chapter certification would be an effort to increase the attendance and commitment by Cameron residents in their local governance.

## Gardening Activities

The people of Cameron would like to restore many of the gardening activities that took place in the 1980s and prior. Historically, spring and summer rains that would fill the area washes would provide the needed water for successful gardening activities that supported a farmer’s market that provided food for area people.

Over the past three decades, however, planting has not been conducted. Environmental issues related to uranium and to sewer ditch discharges from Tuba City have prevented any attempt at farming. Restoring the health of the washes is imperative. This might include the development of a sewer treatment plan below the Kerley Valley and removing the sand which is now filling the ditches.





### Recreational Activity Building

The people of Cameron would like to have a facility that would be utilized as a community center and a place for exercise, especially for youth. A portion of the youth exercise programming would be to help the youth understand and respect Navajo culture.

### Rural Addressing

Although the Navajo Nation is leading a rural addressing project, the people of Cameron would like to see this work expedited. Without the rural addressing, the ability for people to receive shipments and packages at their residential homes becomes very challenging. Rural addressing is also necessary to improve response time for public safety and emergency services.

Cameron Chapter is very interested in the implementation of a new rural addressing system. Some efforts were previously underway at the Chapter after Chapter officials attended a rural addressing training workshop in New Mexico. Unfortunately, implementation of any rural addressing system improvements has been halted due to the local funding to implement the plan.



Section 4:

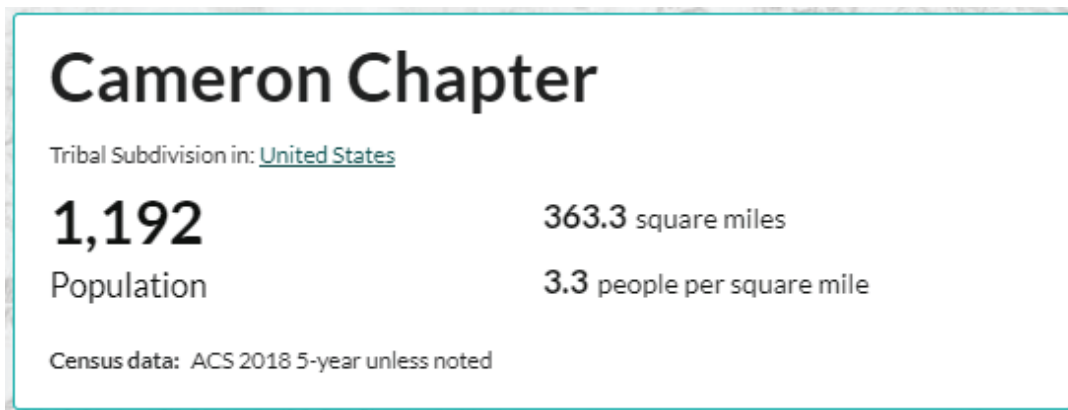
# **Chapter Demographics**

## Chapter Demographics

### Census Data

Article One of the United States Constitution directs the population be enumerated at least once every 10 years and the resulting counts used to set the number of members from each state and the House of Representatives, and, by extension, the Electoral College. The Census Bureau conducts a full population count every 10 years (in years ending with a 0) and uses the term 'decennial' to describe the operation. Between censuses, the Census Bureau makes population estimates and projections.

American FactFinder is a service of the United States Census Bureau and provides access to the Census Bureau Data. The information below is summarized from the American FactFinder.



## Demographics

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

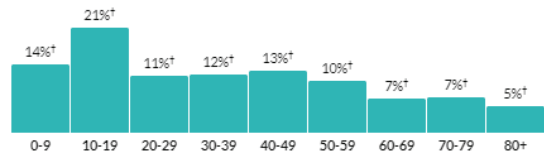
## Age

# 33.2

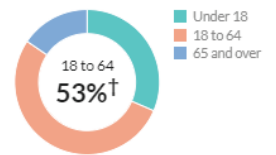
## Median age

about 90 percent of the figure in United States: 37.9

## Population by age range

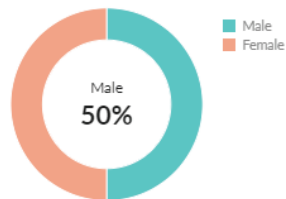

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## Population by age category


[Show data / Embed](#)

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

## Sex


[Show data / Embed](#)

## Race &amp; Ethnicity



\* Hispanic includes respondents of any race. Other categories are non-Hispanic.

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## Economics

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

## Income

# \$12,023

## Per capita income

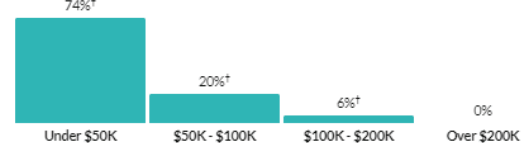
about two-fifths of the amount in United States: \$32,621

# \$34,318

## Median household income

about three-fifths of the amount in United States: \$60,293

## Household income


[Show data / Embed](#)

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

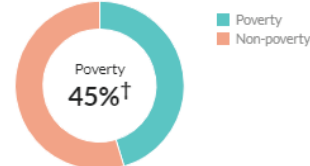
## Poverty

# 36.1%

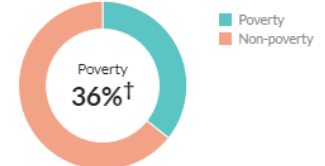
## Persons below poverty line

more than double the rate in United States: 14.1%

## Children (Under 18)


[Show data / Embed](#)

## Seniors (65 and over)


[Show data / Embed](#)

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

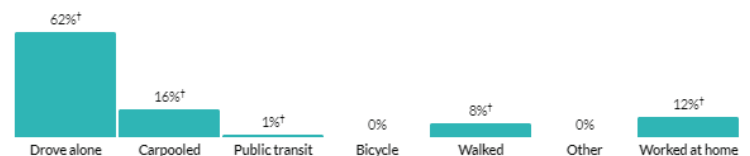
## Transportation to work

# 31.5 minutes

## Mean travel time to work

about 20 percent higher than the figure in United States: 26.6

## Means of transportation to work



\* Universe: Workers 16 years and over

[Show data / Embed](#)

## Families

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

## Households

# 340

Number of households

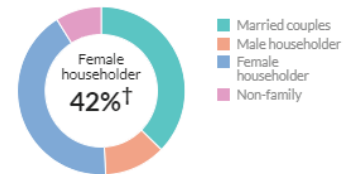
United States: 119,730,128

# 3.5

Persons per household

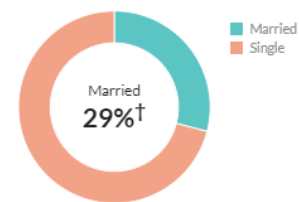
about 1.3 times the figure in United States: 2.6

## Population by household type



[Show data / Embed](#)

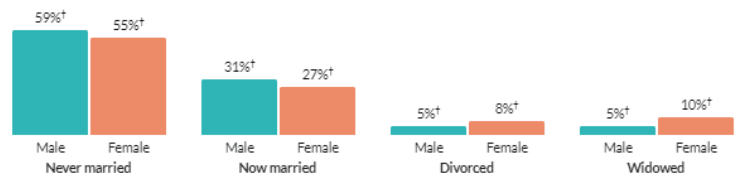
## Marital status



\* Universe: Population 15 years and over

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## Marital status, by sex



[Show data / Embed](#)

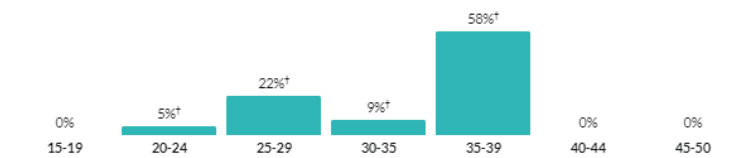
## Fertility

# 8.9%

Women 15-50 who gave birth during past year

more than 1.5 times the rate in United States: 5.2%

## Women who gave birth during past year, by age group



\* Universe: Women 15 to 50 years

[Show data / Embed](#)



## Housing

## Units &amp; Occupancy

**340**

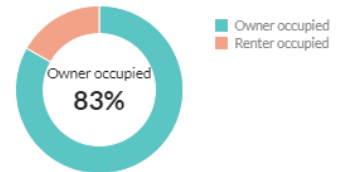
Number of housing units

United States: 136,384,292

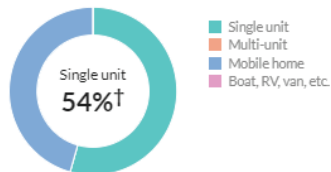
## Occupied vs. Vacant

[Show data](#) / [Embed](#)

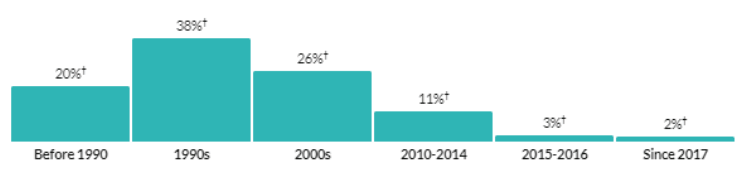
## Ownership of occupied units

[Show data](#) / [Embed](#)

## Types of structure

[Show data](#) / [Embed](#)

## Year moved in, by percentage of population

[Show data](#) / [Embed](#)

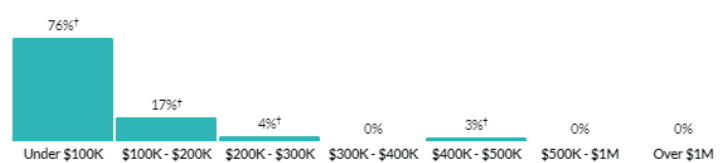
## Value

**\$54,500**

Median value of owner-occupied housing units

about one-quarter of the amount in United States:  
\$204,900

## Value of owner-occupied housing units

[Show data](#) / [Embed](#)

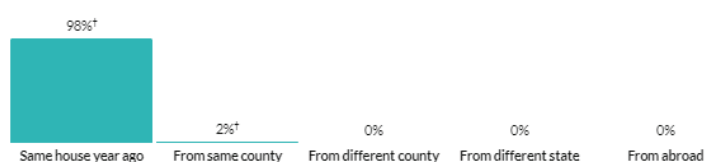
## Geographical mobility

**1.8%**

Moved since previous year

about 10 percent of the rate in United States:  
14.5%

## Population migration since previous year

[Show data](#) / [Embed](#)

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

## Social

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

## Educational attainment

**71.1%**

High school grad or higher

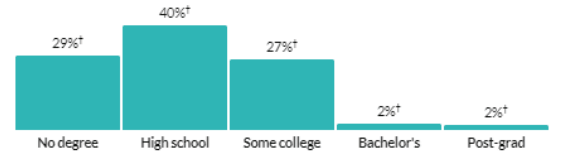
about 80 percent of the rate in United States: 87.7%

**3.7%**

Bachelor's degree or higher

about 10 percent of the rate in United States: 31.5%

Population by minimum level of education



\* Universe: Population 25 years and over

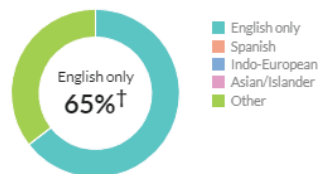
[Show data](#) / [Embed](#)

## Language

**N/A**

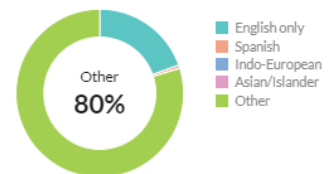
Persons with language other than English spoken at home

Language at home, children 5-17



[Show data](#) / [Embed](#)

Language at home, adults 18+



[Show data](#) / [Embed](#)

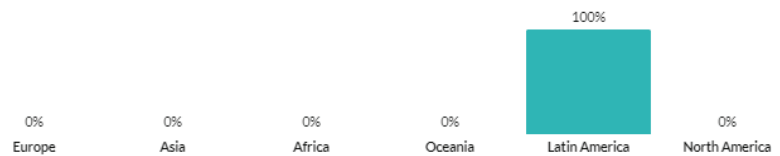
## Place of birth

**0.4%**

Foreign-born population

less than 10 percent of the rate in United States: 13.5%

Place of birth for foreign-born population



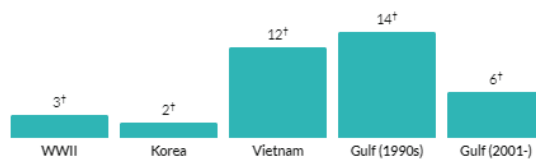
## Veteran status

**5.5%**

Population with veteran status

about three-quarters of the rate in United States: 7.5%

Veterans by wartime service



\* Civilian veterans who served during wartime only

[Show data](#) / [Embed](#)

**45** Total veterans

**33** Male

**12** Female

Section 5:

# **Chapter Budget**

## Chapter Budget

### Program Budget Summary Information

Each of Navajo Nation's 110 Chapters provide Program Budget Summary Information to the Navajo Nation Division of Community Development. The table below provides information for Fiscal Year 2020.

Funding Source	Amount	% of Total
Chapter Non-Administrative Costs	\$98,369	37.7%
Company Stipends	\$27,991	10.7%
General Liability	\$271	0.1%
Personnel	\$90,369	34.7%
Special Revenue	\$42,871	16.4%
Workers Compensation	\$544	0.2%
Workers Compensation Chapter Offices	\$336	0.1%
<b>TOTAL:</b>	<b>\$260,751</b>	<b>100%</b>

Section 6:

# **Capital Improvement Plan (CIP)**

## Capital Improvement Plan (CIP)

### Overview

The Cameron Chapter has been in the process of updating its Community Land Use Plan (CLUP), and, as of December 2019, is working to reestablish its CLUP-C (committee). Openings on the CLUP-C were in the process of being advertised in December 2019 with the intent to fill the positions in January 2020. A fully constituted CLUP-C will allow Cameron to pursue the certification of its Chapter.

The Cameron Steering Committee noted during the Plan Week session that the reaffirmation of the 2006 plan was needed.

Like so many Chapters on the Navajo Nation, there is a land dispute with neighboring Chapters that needs to be resolved. Currently, the greatest such challenge for Cameron is the lack of clarity of Chapter boundaries with Coalmine Canyon Chapter. Confounding this discussion/resolution is the fact that the Chapter boundary is recognized differently for humans as it is for animals (grazing boundaries).

Cameron Chapter does have a series of maps for land use purposes.

The Navajo Nation Land Department has produced a series of maps with “circles” around uranium mining sites. These are designated areas in which no project development can occur.

According to the Cameron Steering Committee, both Cameron and Bodaway Gap Chapters have been impacted by land use designations from the Navajo Nation Parks and Recreation department dating back to the 1960s. The two Chapters, which border the Grand Canyon National Park, have lands of tremendous cultural, spiritual and historical significance—most notably the confluence of the Colorado River and the Little Colorado River. According to the Cameron Steering Committee, a new law established additional land use restrictions for the Cameron and Bodaway Gap Chapters. The restrictions impact the ability to issue Home Site Leases, further compounding the housing shortage crisis in the area. The regulations require more Environmental Impact Statement analysis.

Navajo Nation Chapters as well as other entities (Divisions, Departments, Programs and even Non-profit Entities) can participate in the Navajo Nation Infrastructure Capital Improvement Plan (CIP) process.

These plans relate to the needed infrastructure for Navajo Nation communities and entities to support the Navajo people.

The CIP is a six-year plan which is updated every year. Projects that are identified in the CIP process typically have a high-dollar value, and are not a part of the annual operating budget for Navajo governmental units. As such, the projects identified within the CIP plans are not annual expenses and not the responsibility of local governments and their provision of services to the people.

The type of infrastructure projects that are typically identified include roads, bridges, water infrastructure, wastewater infrastructure, power and telecommunications.

The Navajo Thaw Implementation Plan seeks to integrate the priorities identified by each of the nine Navajo Thaw Region Chapters in order that such projects compete more effectively for Navajo Nation and federal funding.



INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Cameron

Capital Project Description

Year Rank:

2020 - 1

Project Title:

Upgrade Headstart w/ Cooling and Heating , Roof

Contact Name:

Rachelle Nez, AMS

Project description:

Improve Roof, Heating and Cooling System

Statement of Need:

Project Location:

within the Cameron Chapter tract

Project ID:

UHWCAHR51102-002606

Contact Phone:

(928) 679-2323

Contact Email:

Cameron@navajochapters.

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Chapter	Chapter CIP Funds	\$42,000	Yes	\$0	Tuesday, September 18, 2018

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Pre design	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No	\$0	\$42,000	\$0	\$0	\$0	\$0	\$0	\$42,000
Other	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total		\$0	\$42,000	\$0	\$0	\$0	\$0	\$0	\$42,000

Annual Operating Budget: (Entity Responsibility)

	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total for next 6 years
Operating / Maintenance							\$0
Operating Revenues							\$0
Total							\$0

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Cameron

Capital Project Description

Year Rank:2020 - 2

Project Title:Upgrade Cameron Chapter Tract Sewerline

Contact Name:Rachelle Nez, AMS

Project description:Statement of Need:

Project Location:Chapter Tract

2021 - 2026

Project ID:TUECCTS51102-002401

Contact Phone:(928) 679-2323

Contact Email:Cameron@navajochapters.

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Chapter	Chapter CIP Funds	\$100,000	Yes	\$36,000	Monday, January 1, 2018
Navajo Nation	NN CIP General Funds	\$100,000	No	\$0	

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Predesign	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No	\$36,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
Other	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total		\$36,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000

Annual Operating Budget: (Entity Responsibility)

	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total for next 6 years
Operating / Maintenance							\$0
Operating Revenues							\$0
Total							\$0

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Cameron

Capital Project Description

Year Rank:2020 - 3

Project Title:North Cameron Powerline Extension

Contact Name:Victoria Bydone

Project description:To plan, design and construct 25 miles of single phase powerline extension to serve 45 homes with electricity, this powerline is being constructed in cooperation with Tuba City Chapter which is also constructing a powerline that will connect with the Gray Mountain/North Cameron Powerline Extension. This is an area that has never had power before and the powerline will service the population that is Northeast of the Cameron bridge.

Statement of Need:Cameron Chapter community has determined the need for the electrical line exention to approximately 45 people in the Gray Mountain and North Cameron area. Cameron Chapter has determined that electrical line extension are needed in these areas to serve these people. The homes that need the powerlines extension are people who are either single parents, elderlies, medical need and children who need the lighting for life purposes. Also to get a better quality of life and to increase the life expectations. Power is one of the number one need in all homes, it does provide better life and will help children accomplish more in school. We have conducted a needs analysis as part of our certification for out Community Land Use Plan.

Project Location:Gray Mountain/North Cameron Area

2021 - 2026

Project ID:NCPE51102-000871

Contact Phone:(928) 679-2323

Contact Email:vbydone@navajochapters.org

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Federal	AML		No		
Other	Private Funds		No		

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$250,000
Planning / Pre-design	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No	\$0	\$875,000		\$0	\$0	\$0	\$0	\$875,000
Other	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total		\$0	\$1,125,000	\$0	\$0	\$0	\$0	\$0	\$1,125,000

Annual Operating Budget: (Entity Responsibility)

	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total for next 6 years
Operating / Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

## INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

### Cameron

#### Capital Project Description

Year Rank:	2020 - 4	2021 - 2026	Project ID:	ERAS51102-000305
Project Title:	E911 Rural Addressing System			
Contact Name:	Victoria Bydone	Contact Phone:	928 679 2323	Contact Email:
Cameron@navajochapters.				
Project description:				
Statement of Need:				
Project Location:	Cameron Chapter			

#### Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Chapter	Chapter Sales Tax Funds		No		

#### Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Pre-design	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	No	\$0	\$40,000	\$0	\$0	\$0	\$0	\$0	\$40,000
Total		\$0	\$40,000	\$0	\$0	\$0	\$0	\$0	\$40,000

#### Annual Operating Budget: (Entity Responsibility)

	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total for next 6 years
Operating / Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Cameron

Capital Project Description

Year Rank:2020 - 5

Project Title:New Demonstration Farm

Contact Name:Walter Phelps

Project description:

2021 - 2026

Project ID:NDF51102-002493

Contact Phone:(928) 679-2323

Contact Email:Cameron@navajochapters.org

Phase I:

A. Pursuant to Cameron Chapter Resolution CAMJAN-9-2018 #5, dated January 9, 2018, the Cameron Chapter established and authorized the Cameron Agricultural Ad Hoc Committee (CAAHC) to plan and establish the Cameron Farm Enterprise on a first 100-acre scalable increment of fertile soils in the Little Colorado River valley of Cameron Chapter.

B. In accordance with Cameron Chapter Resolution CAMMAR-7-2-18, dated January 9, 2018, the Long-Term Goals of the Cameron Chapter's Economic Agriculture Project, the Cameron Farm Enterprise, are to: 1) To demonstrate productive and profitable community-based farming along the Little Colorado River (LCR); 2) To create local jobs and income through successful community-based agricultural economic enterprise; 3) To provide high-quality meat, corn, vegetables and fruit to Cameron and Dine communities; 4) To help address chronic health problems of diabetes, obesity and other effects of recent generations of poor nutrition and inactive lifestyles; 5) To help restore and strengthen Dine language and traditional cultural values and practices of respect, cooperation, generosity and leadership; and 6) thereby help restore and strengthen Dine food and water security and full LCR water rights.

C. B. On March 22, 2018, the Navajo Hopi Land Commission by Resolution NHLCMA-03-18 allocated and granted \$150,000.00 to Tolani Lake Enterprises, Inc in planning funds for the Cameron Chapter Economic Agriculture Project, the Cameron Farm Enterprise.

D. In subsequent duly called planning meetings and work sessions of the Cameron Agricultural Ad Hoc Committee and Tolani Lake Enterprises, Inc., the following Planning Scope of Work, Deliverables, and Budget were developed and approved for the use of the \$150,000 in Planning Funds allocated by the NHLC.

Phase II

A. The Long-Term Goals of the Cameron Chapter's Economic Agriculture Project, the Cameron Farm Enterprise, are to: 1) To demonstrate productive and profitable community-based farming along the Little Colorado River (LCR); 2) To create local jobs and income through successful community-based agricultural economic enterprise; 3) To provide high-quality meat, corn, vegetables and fruit to Cameron and Dine communities; 4) To help address chronic health problems of diabetes, obesity and other effects of recent generations of poor nutrition and inactive lifestyles; 5) To help restore and strengthen Dine language and traditional cultural values and practices of respect, cooperation, generosity and leadership; and 6) thereby help restore and strengthen Dine food and water security and full LCR water rights.

B. The Navajo Nation's Sishasin Committee allocated and granted \$100,000.00 to the Cameron Chapter in planning funds for the Cameron Chapter Economic Agriculture Project, the Cameron Farm Enterprise.

C. The Cameron Chapter established and authorized the Cameron Agricultural Ad Hoc Committee (CAAHC) to plan and establish the Cameron Farm Enterprise on a first 100-acre scalable increment of fertile soils in the Little Colorado River valley of Cameron Chapter.

D. In subsequent duly called planning meetings and work sessions of the Cameron Agricultural Ad Hoc Committee and Tolani Lake Enterprises, Inc., the following Planning Scope of Work, Deliverables, and Budget were developed and approved for the use of the \$100,000 in Planning Funds allocated by the Sishasin Committee.

E. This project period is projected to be completed in five months. Some of the project deliverables .extend work initiated during and funded under Planning Phase I funded by the Navajo Hopi Land Commission. Phase I is projected to be completed at the end of month 3 of this proposal.

Statement of Need:

Project Location: Cameron

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Nation	Sishasin	\$100,002	Yes	\$0	
Navajo Nation	NN Economic Devement Funds	\$150,000	Yes	\$150,000	Friday, March 30, 2018

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000

## INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY

### Capital Project Description

Planning / Pre-design	No	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Other	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>		\$250,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000

### Annual Operating Budget: (Entity Responsibility)

	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total for next 6 years
Operating / Maintenance							\$0
Operating Revenues							\$0
<b>Total</b>							\$0

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Cameron

Capital Project Description

Year Rank:2020 - 6

Project Title:New Cameron Cultural Center

Contact Name:Walter Phelps

Project description:

Statement of Need:

Project Location:Cameron

2021 - 2026

Contact Phone:(928) 679-2323

Project ID:NCCC51102-002494

Contact Email:Cameron@navajochapters.org

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Nation	Sihasin	\$633,333	Yes		\$0

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Predesign	No	\$250,000	\$250,000	\$133,333	\$0	\$0	\$0	\$0	\$383,333
Architecture / Engineering	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total		\$250,000	\$250,000	\$133,333	\$0	\$0	\$0	\$0	\$383,333

Annual Operating Budget: (Entity Responsibility)

	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total for next 6 years
Operating / Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0



INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Cameron

Capital Project Description

Year Rank:2022 - 1

Project Title:Upgrade Cameron Solid Waste Transfer Stn

Contact Name:Victoria Bydone

Project description:To plan, design and construct a Solid WasteTransfer Station for the community of Cameron. the TRansfer Station will have fencing that will contain windblown trash and keep livestock out of the facility. because of periodic rainfall and snowfall, the paved area will have run off drainages. the access route into the site will be paved and a subsurface compactor will be installed in addition to recycling bins and trash bins. Electrical wiring must be installed to power the lights and the compactor.

Statement of Need:

Project Location:Chapter Tract

2021 - 2026

Contact Phone:928 679-2323

Contact Email:cameron@navajochapters.org

Project ID:PDCCSWS51102-000898

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Federal	IHS		No		
Navajo Nation	NN CIP General Funds		No		

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Pre design	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$0	\$0	\$2,500,000	\$0	\$0	\$0	\$2,500,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$0	\$2,500,000	\$0	\$0	\$0	\$2,500,000

Annual Operating Budget: (Entity Responsibility)

	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total for next 6 years
Operating / Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Cameron

Capital Project Description

**Year Rank:** 2022 - 2      2021 - 2026      **Project ID:** NCH51102-000534

**Project Title:** New Chapter House

**Contact Name:** Victoria Bydone      **Contact Phone:** (928) 679-2323      **Contact Email:** vbydone@navajochapters.org

**Project description:** Cameron Chapter has decided to build a new 7200 sq. ft. chapter building with energy efficient installation and also Earth block type adobe chapter house. The estimated cost is \$2,620,000.

**Statement of Need:** Priority due to the deterioration of the building and based on the statement/inspection that was done by Office of Environmental Health. Cameron Chapter's goal is to provide sanitary restroom facilities, safe and quality building for the people to meet. The kitchen does not meet standards. Based on all these problems, Cameron Chapter has decided that building a new chapter house will resolve all the problems. Which will include a better cooling and heating system.

**Project Location:** Cameron Chapter Tract

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Nation	NN CIP General Funds		No		
Federal	AML		No		

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Predesign	No	\$0	\$0		\$120,000	\$0	\$0	\$0	\$120,000
Architecture / Engineering	No	\$0	\$0	\$0	\$200,000	\$0	\$0	\$0	\$200,000
Construction	No	\$0	\$0	\$0	\$2,300,000	\$0	\$0	\$0	\$2,300,000
Other	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total		\$0	\$0	\$0	\$2,620,000	\$0	\$0	\$0	\$2,620,000

Annual Operating Budget: (Entity Responsibility)

	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total for next 6 years
Operating / Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Cameron

Capital Project Description

Year Rank:2023 - 1

Project Title:South Power Line Extension Project

Contact Name:Victoria Bydone

Project description:To plan, design, and construct 25 miles of single phase powerline extension to serve 45 homes with electricity, this powerline is being construction in cooperation with Tuba City Chapter which is also constructing a powerline that will connect with the Gray Mountain/South Cameron Powerline Extension. This is an area that has never had power before and the powerline will service the population that is South of the Cameron Bridge.

Statement of Need:Cameron Chapter community has determined the need for the electrical line extension to approximately 45 people in the south area. Cameron Chapter has determined that electrical line extension are needed in these areas to serve these people. The homes that need the powerlines extension are people who are either single parents, elderlies, medical need and children who need the lighting for life purposes. Also to get a better quality of life and to increase their life expectations. Power is one of the number one need in all homes, it does provide better life and will help children accomplish more in school. We have conducted a needs analysis as part of our certification for out Community Land Use Plan.

Project Location:South Power Line

2021 - 2026

Project ID:SPLEP51102-001630

Contact Phone:(928) 679-2323

Contact Email:cameron@navajochapters.org

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Nation	NN CIP General Funds		No		
Federal	CDBG		No		

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$0	\$0	\$0	\$250,000	\$0	\$0	\$250,000
Planning / Predesign	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$0	\$0	\$0	\$875,000	\$0	\$0	\$875,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$0	\$0	\$1,125,000	\$0	\$0	\$1,125,000

Annual Operating Budget: (Entity Responsibility)

	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total for next 6 years
Operating / Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Section 7:

# **Community Land Use Plan (CLUP)**

## Community Land Use Plan (CLUP)

For Navajo Chapters, the purpose of their Comprehensive Land Use Plan (CLUP) is to guide the future development and preservation of their land while establishing policies for future land use. The CLUP document is intended to help Chapter officials and members to make better decisions regarding budgeting, capital improvements and land use in order to reach the community's vision for its future.

The CLUP document contains information from Navajo Nation, the Chapter, federal, state and local government. The focus of the CLUP is to provide direction for housing, coordinating infrastructure development, protecting open space, designating commercial areas, and identifying and prioritizing community facility improvements.

Ideally, the CLUP is developed and approved based upon community involvement and feedback during the planning process. Ultimately, the CLUP serves to establish a set of policies to guide future land use decisions regarding residential subdivision plans, capital improvement projects, recreation and infrastructure plans, zoning districts and variance appeals.



Section 8:

# **Housing Assessment**

# Housing Assessment

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## Overview

Over the past five years, the Navajo Nation has taken a coordinated, but somewhat decentralized, approach to assessing the housing conditions and needs. For the Navajo Thaw Region, this resulted in differing reports and analyses for each of the nine Chapters. Some of the Chapters completed a comprehensive and organized analysis of housing needs, while other Chapters did not have the capacity to conduct such an analysis. Ideally, the result of the Housing Assessment would: 1) allow for the release and utilization of Housing Escrow Funds for local Chapter housing priorities, and 2) position the Chapter for additional financial resources for housing improvements.

## Cameron Chapter

In order for the Cameron Chapter to access the funds set aside through the Housing Escrow Fund, the Cameron officials and Steering Committee desire that a comprehensive housing assessment be conducted. The assessment needs to identify the deficiencies of the homes, and help to recommend/allocate HEF funding in a priority way.



Section 9:

# Housing Escrow Funds

## HEF Policy

Recognizing the challenge that chapters are having in expending Housing Escrow Fund moneys, the NHLC and NHLCO have amended the policy to allow for the expenditure of HEF funding on personnel/labor.

## Housing Escrow Funds

### Housing Escrow Funds

On July 25, 2013, the Navajo-Hopi Land Commission unanimously passed resolution NHLCY-27-13, approving a NHLCO Proposal to Distribute the Escrow Funds Earmarked for FBFA Housing to FBFA Chapters Based on Percentage of Chapter Population in the FBFA Formula and Directing the NHLCO and the Division of Finance to Implement the Distribution.

The Navajo-Hopi Land Commission approved an Escrow Funds Use Plan in June 2011. The plan allocated funds for several projects, including a housing allocation of \$4.0 million for housing. Subsequently, NHLCO approved a drawdown of \$1.073 million to acquire 17 manufactured homes for the benefit of 17 recipients needing replacement homes on an emergency basis.

The available funding as of July 2013 was \$3,606,808. The NHLCO met on July 23, 2013 with representatives from four of the nine FBFA Chapters after proper notification and proposed to them a plan to distribute the funds to each Chapter based on their Chapter population in the FBFA. The representatives were in consensus to the proposal.

The July 27, 2013 resolution approved the distribution plan and authorized NHLCO to proceed to distribute the funding.

The resolution also stipulated that the Navajo-Hopi Land Commission Escrow Fund Policy would limit the available funding to \$30,000 per family.

The table below shows the available funding that is to be distributed to each of the Chapters.

Distribution of Escrow Funds Based on Chapter Population in the FBFA					
Chapter	Chapter Percentage Population in FBFA	Chapter Voter Registration	Voters in FBFA	Weighted Unit	Chapter Population in FBFA Share of Total Fund Available
Bodaway Gap	0.91	1356	1233.96	0.24	\$865,633.92
Kaibeto	0.09	1145	103.05	0.04	\$144,272.32
Coppermine	0.47	694	326.18	0.06	\$216,408.48
Tuba City	0.20	3490	698.00	0.14	\$504,953.12
Cameron	1.00	915	915.00	0.18	\$649,225.44
Coalmine	1.00	866	866.00	0.17	\$613,157.16
<b>Leupp</b>	<b>0.03</b>	<b>1472</b>	<b>44.16</b>	<b>0.03</b>	<b>\$108,204.24</b>
Tolani Lake	0.49	694	340.06	0.06	\$216,408.48
Tonalea	0.28	1536	430.08	0.08	\$288,544.64
<b>TOTAL</b>			<b>4,956.49</b>		<b>\$3,606,808.00</b>

Cameron Chapter has not accessed any of the funding designated from the Housing Escrow Fund to the Chapter for housing improvements. During the December 2019 Plan Week discussions, the Cameron Steering Committee stated that they do not currently have a plan to access such funding and need such a plan.

Section 10:

# WHPacific Plan

## WHPacific Plan

### Overview

Between May and September of 2008, WHPacific, Inc. was contracted by the Navajo Nation's Design and Engineering Services (DES) to develop a Regional Recovery Plan for the Former Bennett Freeze Area (FBFA).

This effort included information-gathering within the FBFA, but also throughout the rest of nine Chapters affected by the freeze, for purposes of comparison in terms of the impact and resulting needs of residents. This plan consolidated the priority capital projects of nine Chapters affected by the former Bennett Freeze – Bodaway/Gap, Cameron, Coalmine Canyon, Coppermine, Kaibeto, Leupp, Tolani Lake, Tonalea, and Tuba City – to create a strategic implementation plan, which could have been reshaped for eventual submittal as a special appropriation request from Congress.

WHPacific Inc., gathered information using three main methods over the four and a half month planning process: 1) from residents, officials, and Chapter staff at two community workshops in each Chapter; 2) from research and analysis of existing plans and ongoing project efforts at Chapter, Tribal, and Federal agencies and departments; and 3) from field teams using a Global Positioning System (GPS) to take data points at houses, roads, and other man-made features, and assess each feature's condition, whether very good, good, fair, poor, or very poor based on particular criteria.

WHPacific, Inc., produced three deliverables: 1) a recovery plan identifying top priority capital projects, including estimated costs and recommendations for implementation, 2) updated land-use plans for each Chapter to proceed with certification, and 3) all gathered GPS data and maps in the form of a Geographic Information System (GIS) database.

### Cameron Chapter

The 2008 WHPacific study was briefly referenced during the Cameron Plan Week.

Although Cameron Chapter officials are familiar with the WHPacific study, they generally have not accepted the document as official in terms of any land use planning. Rather, the 2006 put name of document here document is considered to be the officially sanctioned document.

Section 11:

# **Western Navajo Pipeline Project**

## Western Navajo Pipeline Project

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### Brown and Caldwell Report

In September 2013, Brown and Caldwell was authorized by the Navajo Nation to prepare the Tuba City Regional Water Plan (Plan). This plan was developed for the “Tuba City Nine Chapters (now known as the Navajo Thaw Region),” and included water planning for the Bodaway-Gap, Cameron, Coalmine Canyon, Coppermine, Inscription House, Kaibeto, LeChee, Red Lake #1/Tonalea, and Tuba City Chapters. (Note: The region is slightly different from the Navajo Thaw Region).

The plan summarized existing and anticipated water needs within that region, reviewed water resources available to serve those demands, evaluated alternatives to address supply deficiencies, and recommended a preferred alternative for implementation to address short- and long-term water supply deficiencies.

Brown and Caldwell is a part of the Navajo Thaw Support Team, working to develop and implement the Navajo Thaw Implementation Plan.

Section 12:

# **Swaback Partners Report**



## Swaback Partners Report

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### Planning and Design Manual

In 2012, the Navajo Housing Authority (NHA) engaged the services of Swaback Partners to develop a Planning and Design Manual which would serve as a roadmap to assist Chapters with the best practices of planning and community development. While not intended to be a substitute for Chapter Plans, the documentation was intended to provide better choices for housing types and needs.

The master planning effort introduced a new form of scattered housing focusing on rural settings with an emphasis on conservation resources. Workshops and open houses were utilized to receive public input.

Ultimately, the planning activities involved in this “Sustainable Community journey” were intended to guide the potential development of 34,000 new dwellings across the Navajo Nation.

Three stages of analysis work were completed:

- Stage One—Site Reconnaissance and Evaluation
- Stage Two—Programming Confirmation and Refinement
- Stage Three—Prototypical Plans and Sustainable Community Master Plans

# Appendices

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- A. Prioritized Strategy Report**
- B. Planning Methodology**

## Appendix A

## Prioritized Strategy Report

STRATEGY	SCORE	WANT	STRATEGY GROUP
Pass-through Visitor Services	95	100%	Tourism
Education Development	85	100%	Community Development
Value-added Mining	78	67%	Value-added
Energy Development	73	100%	Sector-specific
Value-added Forest Products	70	100%	Value-added
Destination Tourism	68	100%	Tourism
Value-added Agriculture	67	100%	Value-added
Attracting Funding	66	100%	Other
Business Cultivation	65	50%	General Business
Business Retention and Expansion	64	93%	General Business
Environmental Restoration	64	100%	Sector-specific
Health Care Expansion	63	100%	Community Development
Cultural Tourism	60	100%	Tourism
Local/Regional Tourism	58	100%	Tourism
Logistics Centers	43	75%	Sector-specific
Downtown Development	38	100%	Community Development
Business Recruitment	37	100%	General Business
Leading-edge Development	36	100%	Sector-specific
Value-added Fisheries	36	66%	Value-added
Entrepreneurial Development	35	100%	General Business
Attracting Government Jobs	33	100%	Other
Attracting Retirees	31	100%	Other
Bedroom Community Development	25	100%	Community Development
Attracting Lone Eagles	21	100%	Other
Infrastructure Development	6	100%	Other

## Appendix B

### Planning Methodology

In order to maximize community participation in the planning process, and to quickly transition the community to plan implementation, Cameron engaged Building Communities to employ its unique strategic planning methodology in the development of this plan. The Building Communities approach to strategic planning bypasses traditionally used planning and research components—such as lengthy demographic studies, which often add little to a plan in terms of usefulness over time and focuses instead on the development of action-oriented projects and initiatives. The Building Communities planning approach is objective, comprehensive and expeditious.

- **Objective:** Communities select community and economic development strategies and initiatives based on a logical analysis of the factors most relevant to community advancement
- **Comprehensive:** Communities consider a host of possible strategies and initiatives to improve local economic conditions, and to sustain and advance overall quality of life
- **Expeditious:** The process is fast-paced (typically 12 hours total) and excludes discussion unrelated to the development and implementation of the strategic plan

#### Vision and Mission

The development of vision and mission statements has long been “standard procedure” in traditional community and economic development strategic planning processes. These statements are crafted to inspire, convey core values, and to indicate the direction communities desire to head as they implement their plans. These are all important ingredients in any strategic plan. In the Building Communities planning methodology, vision and mission statements assume a different form. In fact, vision and mission statements *appear* to be absent in the planning process and final plan, at least as traditionally seen. But they are anything *but* missing.

The Building Communities methodology recognizes that communities embrace similar values, missions, objectives and visions for the future—leadership, integrity, health, quality services, safe environments, responsible use of resources, economic growth and quality living, to name a few. Fully recognizing that these values and ideals are both common to, and important in, nearly all communities (if not all!), the Building Communities methodology integrates vision and mission statements seamlessly into the strategic plan, both expanding their content and application, and making them unique to the community.

As part of the Building Communities planning approach, Cameron’s vision—“*what we aim to become based on who and where we are*”—is presented in a lengthier format than just a sentence or two. It is found under the header “Our Community and Vision” in the *Executive Summary*. The plan itself can also be considered an extension of Cameron’s vision—a palpable manifestation of its values and desires—while the strategies and initiatives which constitute the bulk of the plan define Cameron’s mission—“*what we want to do to enact our vision*.”

Defining a community’s vision and mission is at the core of the Building Communities planning approach. For Cameron, these elements emerged as participants were guided through a planning process that had two over arching objectives—improving local economic conditions and enhancing quality of life in the community.

## Objectives of Methodology

The Building Communities approach is firmly grounded in the belief that the objectives of community and economic development strategic planning (like the values and aims of visions and missions) are also common among communities—*improving economic condition* and *enhancing quality of life*. These two high-level objectives can be directly related, indirectly related, or almost completely insulated from one another, depending on the development projects being pursued by the community. For example, development of value-added projects offers the potential for significant improvement to a community's economic condition, but may only indirectly improve the quality of life enjoyed by its citizens. In like manner, strategic positioning as a bedroom community can dramatically improve general community conditions for residents in the form of residential amenities and aesthetic elements, but may only indirectly contribute to the economy. And some initiatives, such as well-developed tourism campaigns, may result in enhancements to both quality of life and the local economy.

The relationship between these two objectives works in both directions. That is, while improvements in one category may have a positive effect on the other, neglect in one—or overemphasis on it—may have a drag-down effect on the other. In order to maximize the benefit of community projects and initiatives, the Building Communities methodology emphasized analysis and planning in both of these categories during the planning process.

## Major Components of Planning Approach

The Building Communities planning approach brings together three important components to produce a strategic plan—people, analysis and action. These components were carefully combined and organized for Cameron in order to minimize time spent on relatively fruitless planning activities, while maximizing the power that each of the components brings to the process:

- **People:** The Plan Director, Plan Facilitator, Building Communities Support Staff, Steering Committee—and the Community at large
- **Analysis and Action:** Plan Week, which included these analyses and action-assignment sessions:
  - Key Success Factor Analysis
  - Quality-of-Life Initiatives (QOLIs) Session
  - Civic Condition Assessment
  - Voice of the Community Meeting
  - Strategy & QOLIs Selection Session
  - Assigning Essential Action Steps
  - Elevator Speech Session

## The People

This strategic plan is a road map to better the individual and collective lives of its people. As such, the Building Communities methodology places high value on involvement of the people. In fact, perhaps more than any other strategic planning process currently in use, the Building Communities approach invites—*no, requires!*—community members themselves to do the analyses and evaluations, determine the strategic projects and initiatives to be pursued, develop the content which constitutes the “meat” of the completed strategic plan and conduct follow-up activities to ensure that it is implemented, with Building Communities guiding the process.

Contrast this to traditional approaches in which often “detached” hired consultants do most or all of the analyses, interpret local conditions, write the plan, and community members accept the resulting plan as “their own.” Though this is the common formula, it in many cases leads to strategic plans being little more

than expensive dust collectors. This is no future, and the Building Communities methodology does not use this model.

The Building Communities methodology employed the services of the following people:

- **Plan Director:** Mae Franklin - Serves as the liaison between Building Communities and Cameron; oversees community outreach efforts; assists in creating the Steering Committee; coordinates all planning and implementation efforts over the life of the plan.
- **Plan Facilitator:** Brian Cole, President, Building Communities Inc. - Deploys the Building Communities Strategic Planning methodology, tools and software; provides guidance and assistance to the Plan Director; conducts planning, analysis and content-development sessions; delivers the plan in its various drafts and forms.
- **Building Communities Support Staff:** Though rarely visible to the community, Building Communities' support staff works behind the scenes to provide communities with effective and efficient planning tools, and to deliver a polished plan they can be proud of and use effectively.
- **Steering Committee:** Includes the Plan Director and represents the interests of Cameron in the planning process; participates in all Plan Week work sessions; invites community participation in the planning process; weighs all community input; selects strategies and initiatives for implementation; reviews and provides feedback on the draft final plan; leads implementation efforts during the life of the plan. **Citizens of Cameron:** Includes all citizens and elected officials; provides crucial input during the Voice of Community Meeting and during plan review and adoption proceedings; assists and supports the Steering Committee during planning and implementation.

## Overview of Plan Week

The bulk of the analysis and data gathering needed to build the strategic plan were accomplished during Plan Week—a term actually coined by a Building Communities client to describe the series of rapid-fire Building Communities planning sessions.

Data-gathering and analysis sessions were first in the process. Evaluation sessions followed, in which collected data and information were assessed and weighed. Next were decision-making sessions during which Steering Committee members determined the strategies and initiatives which would define Cameron's mission during the life of the plan. Initial plan implementation steps were also determined by the Steering Committee in the later sessions, and finalization of these "*Essential Action Steps*" is underway. In the final session of Plan Week, Steering Committee members were invited to reflect on the results of the preceding sessions, and to merge these with Cameron's identity and aspirations to create an expanded statement of its vision and direction.

The seven sessions of Plan Week are designed to capture the "full body" of community and economic development considerations:

- A logical assessment of what the community **should do** based on the likelihood of success (the "mind")
- The passion the community has to advance in a desired direction, or what it **wants to do** (the "heart")
- The capacity of the community to advance based on its human, financial and technical resources, or what it **can do** (the "muscle")

## Prior to Plan Week: Community Organizer Assessment

One part of community and economic development strategic planning often ignored is determining the capacity of the community to implement its plan. *Capacity* relates to the human, financial and technical

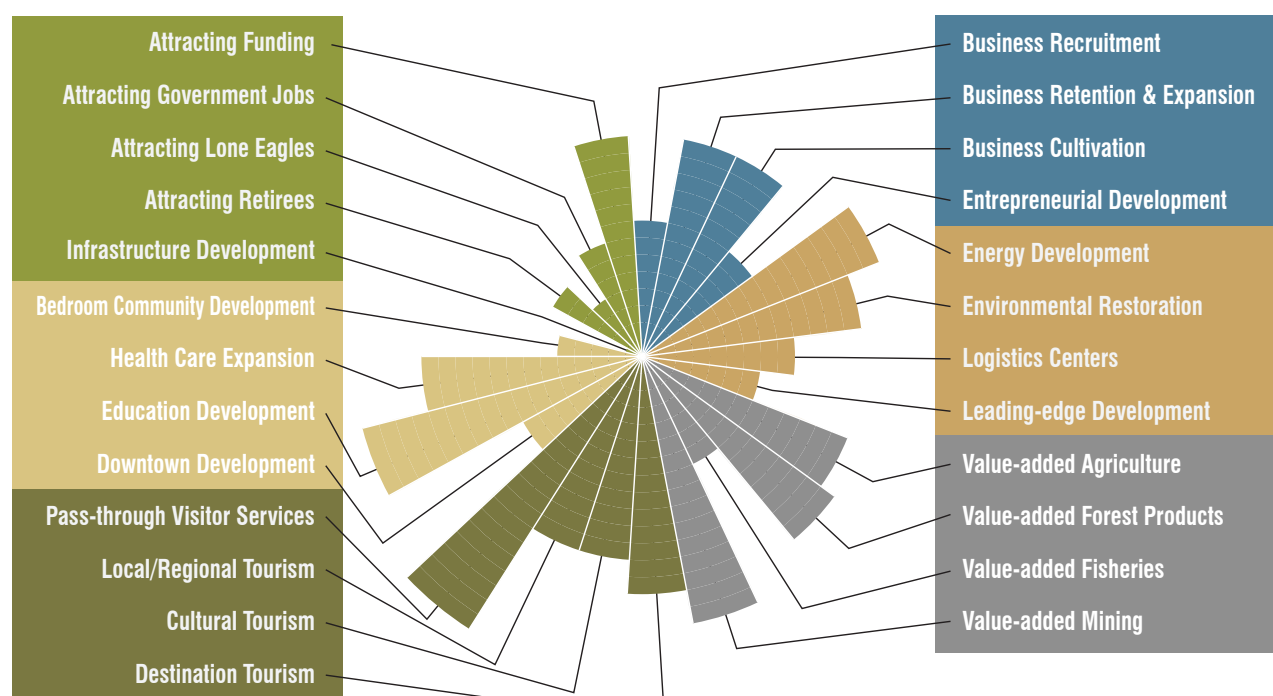
resources needed to generally engage in community and economic development activities, and considers such things as unity of vision, land-use policy, community attitude and organizational stability.

The Building Communities planning approach addressed this critical element in Session 3—the *Community Organizer Assessment*—in which were presented a series of questions specific to the community and business development development aspirations of the community. This yielded a report detailing specific recommendations about how Cameron can increase its capacity in order to successfully implement its strategic plan. The results of the *Community Organizer Assessment* can be found in Section 5 of this plan.

## Session 1: Key Success Factor Analysis

Plan Week began with a fast-paced analysis of Cameron’s comparative advantage for a host of *Key Success Factors*—conditions, assets, abilities, etc. possessed by the community—related to 25 community and economic development strategies the community could pursue to improve economic condition and enhance quality of life.

The graphic below shows in “thumbprint” showing all the strategies the Steering Committee considered in this first session, and that the broader community also considered in a later session. Strategies ultimately selected appear as dark spokes, with the length of the spoke indicating the strategy’s potential for successful implementation.



The input from this session yielded Cameron’s *Prioritized Strategy Report*—a ranking of the 25 strategies on a scale of 0 to 100 based on the likelihood of successful implementation. This report, along with a more detailed explanation of its content, can be found in Section 1 of this plan.

## Session 2: Quality-of-Life Initiatives

Unlike the 25 strategies, which are presented as a finite list, *Quality-of-life Initiatives* are an “open book” whose main purpose is to address quality-of-life issues of concern to the community. In Session 2 members of the Steering Committee were asked the question, “What would improve the quality of life in your community?” and invited to consider major issues or concerns they have about the livability in Cameron.

These initiatives were presented to the broader community in a later session for their consideration and input, before the final selection of initiatives to pursue was completed by the Steering Committee. A more detailed treatment of the *Quality-of-life Initiatives* follows in Section 4 of this plan.

### Session 3: Navajo Homework

Each of the Chapter Recovery Plans serves to assemble a lot of the data and existing planning that already exists for the chapter. The intention is to create a “one stop shop” for most of the high-level information needed by the chapter in order to successfully implement its plan.

The Navajo Homework includes Chapter Demographics, Chapter Budget, Capital Improvement Plan, Community Land Use Plan, Housing Assessment, Housing Escrow Funds, WHPacific Plan, Western Navajo Pipeline Project and Swaback Partners Report.

### Session 4: Voice of the Community Meeting

The entire community was invited to Session 4, a town-hall-style meeting carefully designed to receive broader input about the same strategies and initiatives being considered by the Steering Committee. During this meeting, two overall objectives were met.

First, the community was asked to consider the 25 strategies earlier presented to the Steering Committee and answer the following questions in relation to each:

- Would you like to see this strategy implemented in Cameron?
- Do you believe that Cameron can successfully implement this strategy?

The second objective was to present the results of the Steering Committee’s work on Quality-of-life Initiatives (from Session 2) and to receive feedback and other input on these topics. The results of the Voice of the Community Meeting were added to those of the Key Success Factor Session and presented to the Steering Committee in a later session as the *Enhanced Strategy Report*. This report can be found in Section 2 in this plan.

### Session 5: Strategy and Quality-of-Life Initiatives Selection

After the Steering Committee considered the “full body” of community and economic development considerations it made a final selection of strategies and *Quality-of-life Initiatives* in Session 5. For the strategies, this was accomplished during a detailed review of all strategy-related information from previous sessions. Where consensus could not immediately be reached about how to treat specific strategies, they were “held” and reviewed again later. This pattern continued until an acceptable subset of “selected” strategies was complete.

Additionally, the Steering Committee reviewed all previously considered *Quality-of-life Initiatives*, along with all related information collected in previous sessions. From the original list of topics, the Committee chose to “act on,” “write about” or “ignore” the concern or issue. Topics selected for action became full-fledged initiatives and were slated, along with the selected strategies, for further development in Session 6.

### Session 6: Assigning Essential Action Steps

Deciding *what* to do is almost always easier than determining *how* to get things done. Making decisions about how to begin implementation of selected strategies and initiatives, about who will lead these efforts for each strategy/initiative and determining exactly what steps need to be taken along the way is challenging work in the Building Communities methodology. And, equally important (perhaps even more so) is community members assuming ownership of making these implementation decisions. The “Achilles heel” of many strategic plans is the disconnect between community members and their plan when implementation consists of little more than “the consultant says this is what we should do.”



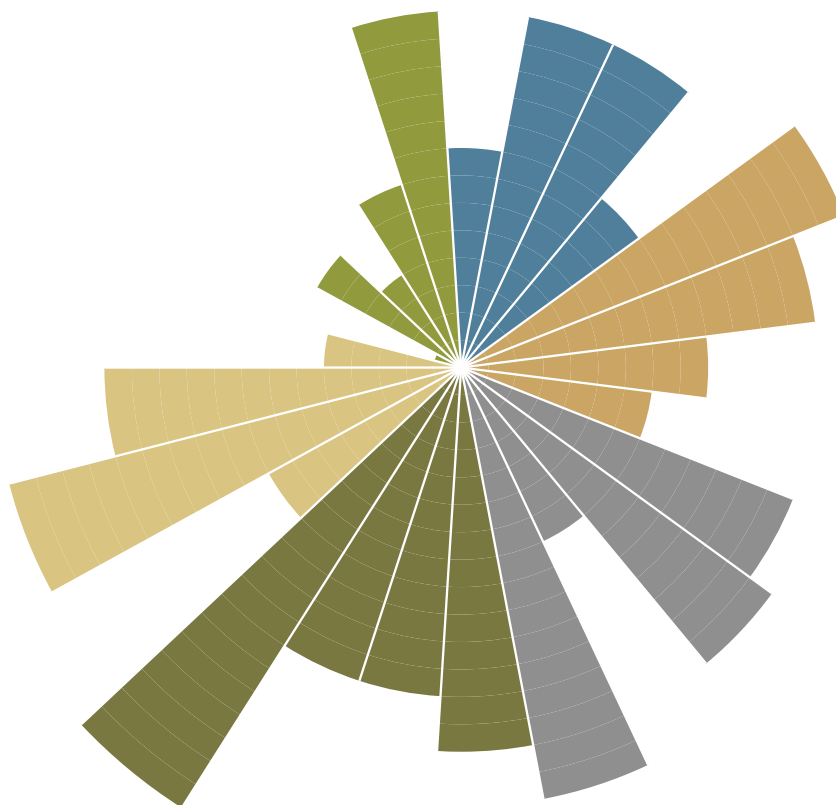
With these points in mind, during Session 6, each selected strategy and initiative was individually assigned to Steering Committee members or community organizations to act as “lead.” Committee members were then introduced to an online tool designed by Building Communities to help them identify *Essential Action Steps* (EASs) for each strategy/initiative and “Tasks” for each EAS. Essentially, designated Steering Committee members were assigned to detail “who will do what by when, and with what resources” for each strategy and initiative.

### Session 7: Elevator Speech

The final session returned to the heart of the matter: why are we doing strategic planning in the first place? Steering Committee members were asked to reflect on why they care about their community and what they desire for the future. During this time, the group explored and discussed what is unique about Cameron and what they expect as a result of conducting the strategic planning process. The result of this last session became the opening message in the plan and makes a unique statement about the heart of the community and what to expect in the plan—and during the years to come.

### Objectivity of Planning Methodology

Great care was taken during Plan Week to avoid traditional strategic planning pitfalls. One of the most common of these pitfalls is the tendency in communities for the “loudest voice” or “most important person in the community” to dominate discussions and to silence (intentionally or otherwise) those who might disagree or, quite frankly, have better ideas. The Building Communities methodology used by Cameron employed a system which collected participants’ public responses to important questions anonymously in real-time. Because initial responses were given privately and silently, results were very likely genuine and representative of participants’ true positions. This ensured that discussions were fruitful, and that the issues, initiatives and concerns discussed were representative of the group rather than reflective of the opinion of one or two people. In other words, this provision for anonymity made what is, by its nature, very subjective work as objective as possible.



## Cameron

*Community Thumbprint™ by Building Communities, Inc.*