

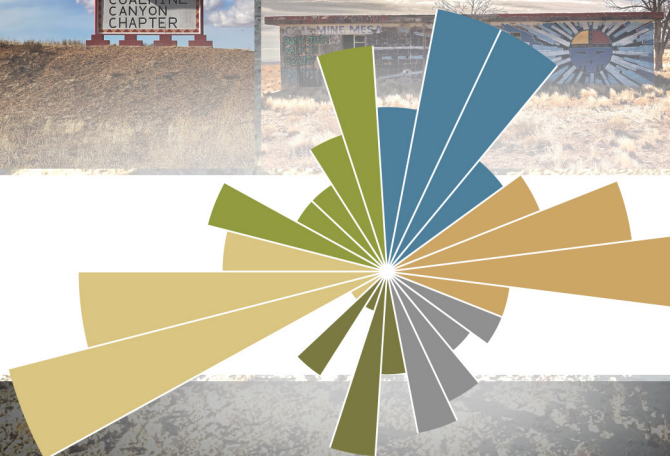
TSÉ KÓ HÁSÁNÍ

COALMINE CANYON CHAPTER

NAVAJO NATION

RECOVERY PLAN

JUNE 2020



Dedication

“ 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. ”

Coalmine Canyon Chapter Recovery Plan

June 2020



This publication made possible through a grant from USDA Rural Development.

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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.”

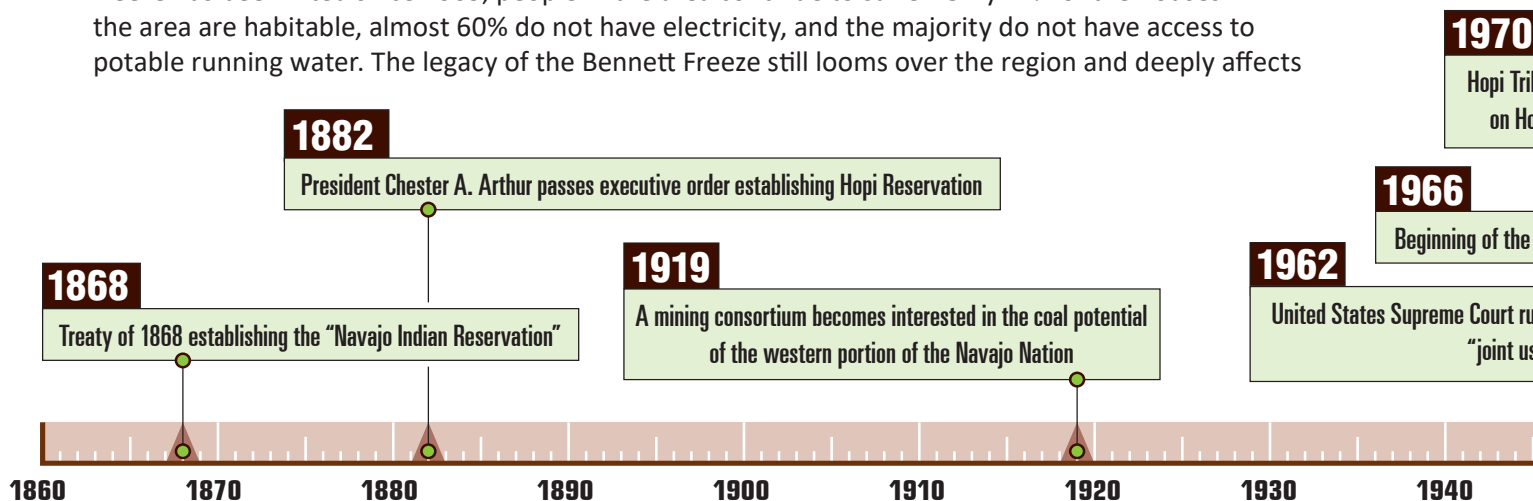
In 2005, Senator John McCain (R-Arizona) introduced Senate Bill 1003: Navajo-Hopi Land Settlements of 2005. The bill passed the Senate and included provisions such as amendments to the “Joint Use Area” established in 1880.

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



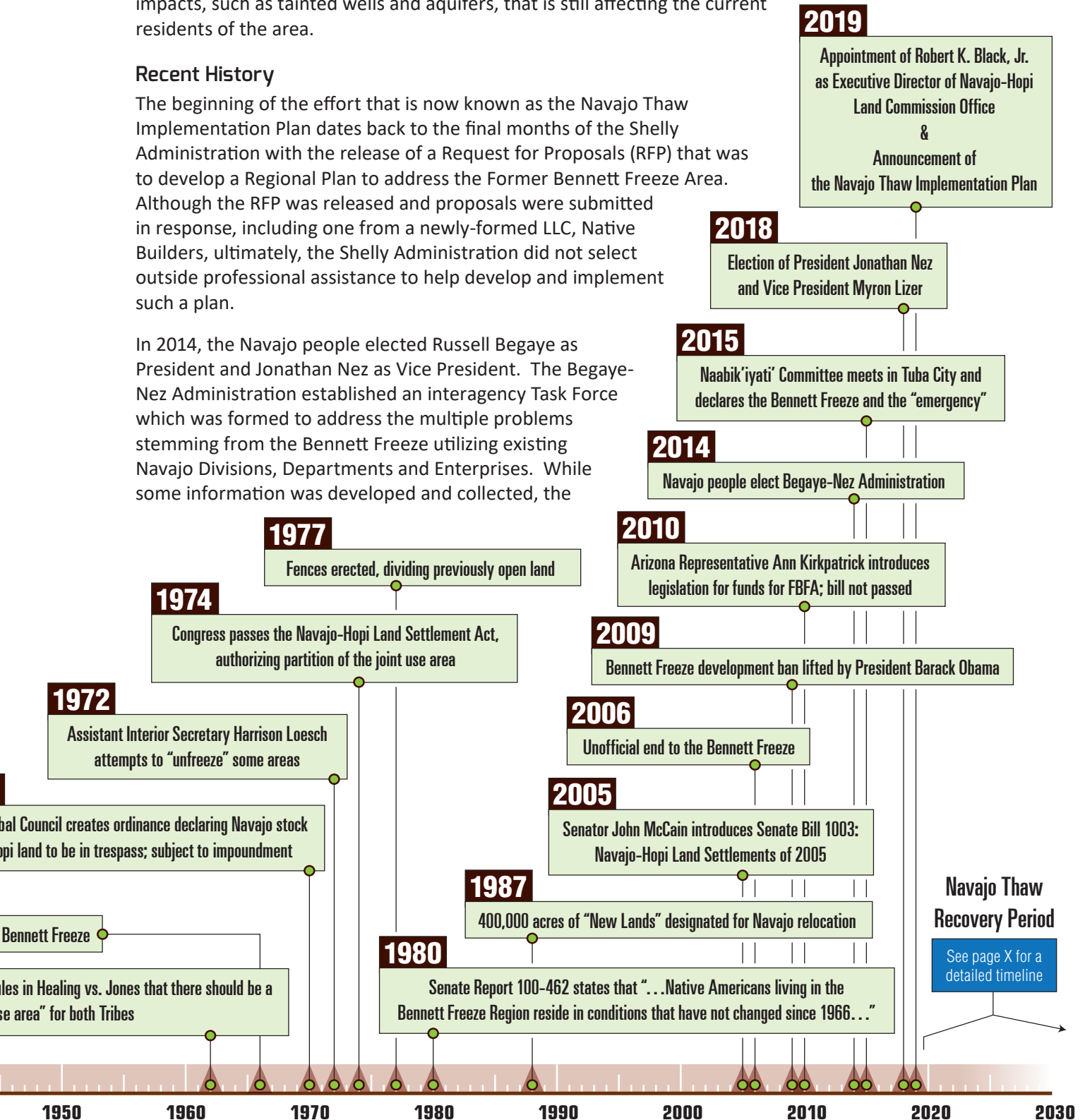
the day-to-day lives of its residents. In testimony before Congress, Nelson Gorman, Jr., Speaker of the Navajo Nation Council, likened it to “the deplorable conditions approximating those found only in underdeveloped third world countries.”

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.

coalminecanyon.navajochapters.org

Naabik'iyati' Committee FBFA Recommendations - September 24, 2015 Grey Hills Academy | Tuba City, AZ

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 comimttee
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

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 Dził, 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 Dził 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.**

Coalmine Canyon Chapter Navajo Thaw Implementation Plan Planning Participants

Coalmine Canyon Chapter Officials

Rena Dodson
Chapter President

Benjamin Nez
Vice President

Ben Zahne
Pro Tem Secretary

Harry Jackson Goldtooth
Grazing Committee Member

Planning and Zoning Committee Members

Pearl Goldtooth

Mariah Billy

Sarah Nez

Steering Committee Members

Marian Bowman

Craig Gillwood

Lenora Hatathlie

Wanda Begody

Judy Begay

Thomas Walker, Jr.

Cecelia Joe

Chris Gillwood

Charmayne Little

Pearl Goldtooth

Chapter Officials 2017-2021

Dorothy Dale
Chapter President

Phillip Zahne
Vice President

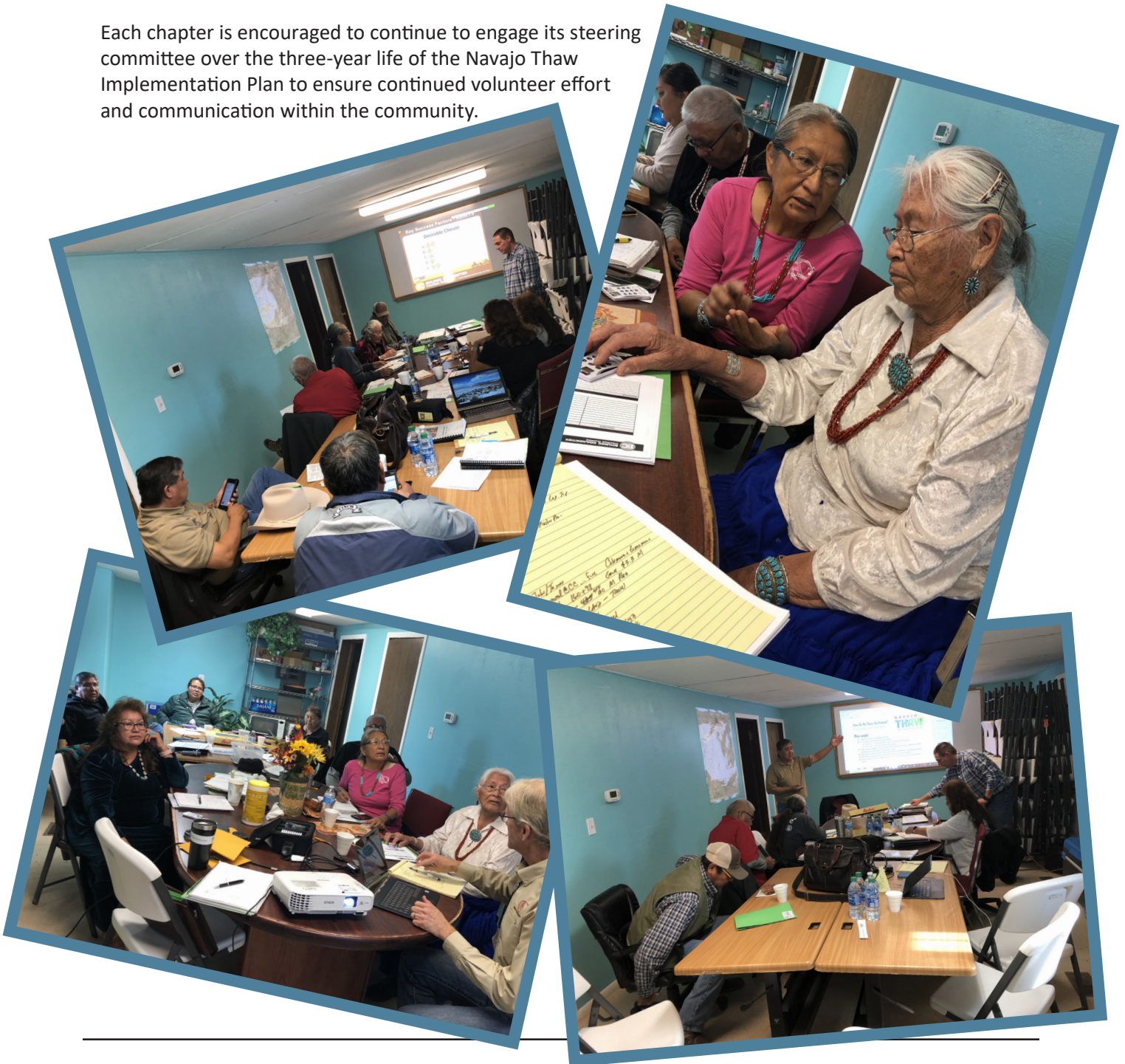
Augusta Gillwood
Secretary/Treasurer

Harry Jackson Goldtooth
Grazing/Land/Farm Board

Voice of the Community Session

One of the hallmarks of the strategic planning process for each of the Navajo Thaw Region Chapters is community engagement. In order for the strategic plan to be developed, each of the chapters developed its own Steering Committee comprised of chapter officials, CLUP members, community volunteers, educators, business persons, ranchers, grazing officials, etc. Each of the steering committees then engaged in a 12-hour, seven-session process referred to as Plan Week. Virtually all of the information generated in this plan has come from the knowledge, wisdom and aspirations of people living in the chapter – with a special emphasis on persons living in the former Bennett Freeze Area portion of the chapter.

Each chapter is encouraged to continue to engage its steering committee over the three-year life of the Navajo Thaw Implementation Plan to ensure continued volunteer effort and communication within the community.



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 the 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 three-phased, large-scale request for federal funding for 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

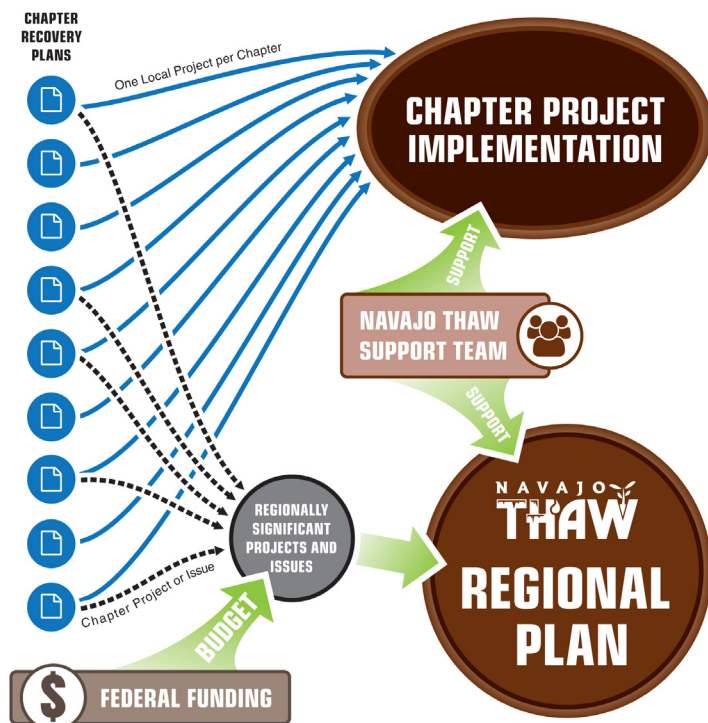
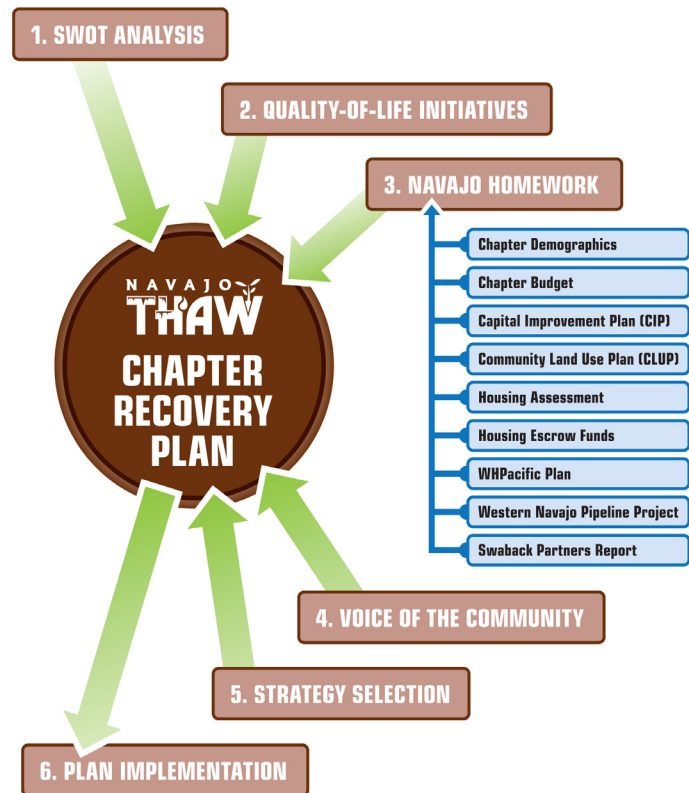
The Navajo Thaw Implementation Plan is not just another study that will sit on the shelf. It is a **commitment** by the Nez-Lizer Administration and the 24th Navajo Nation Council to listen to the people in all nine Chapters, formulate Chapter-based Recovery Plans and to create the Navajo Thaw Regional 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

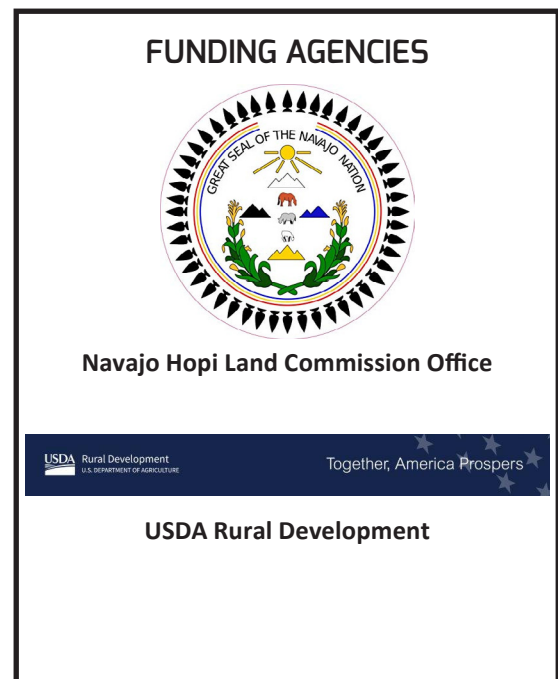
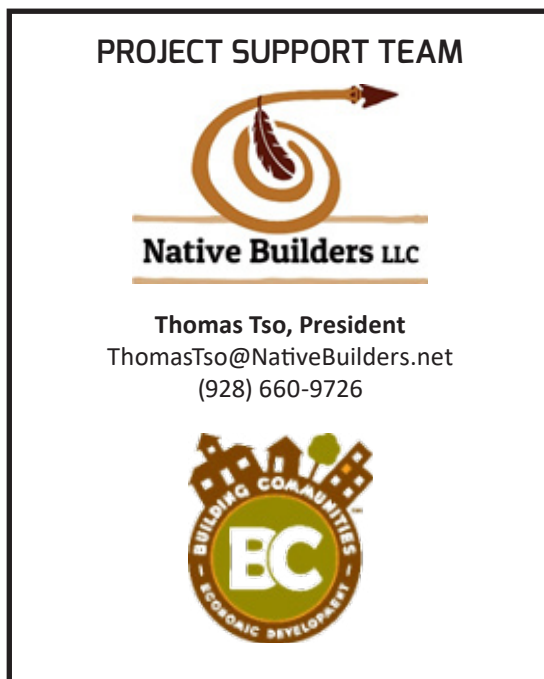
Plan Week is the 1.5 day, 12-hour strategic planning process designed to capture virtually all of the data, information, strategies, initiatives, projects and aspirations of each of the nine Navajo Thaw Region Chapters.



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.



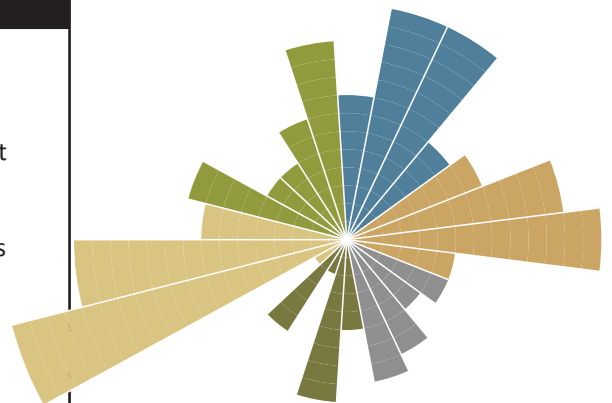
Not “Cookie Cutter” Planning

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*.



Coalmine Canyon 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 Coalmine Canyon Chapter Recovery Plan only makes mention of the name/word Bennett as a point of history and geography. For the Coalmine Canyon 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 Coalmine Canyon Chapter.

Scope and Timeframe of the Plan

The geographic scope for this Plan is the Coalmine Canyon 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 Coalmine Canyon 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

March 1, 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.

April 21, 2020 - Update

Additional feedback was received from officials at the Coalmine Canyon Chapter seeking edits and additions to the Plan. In addition, Building Communities Plan Facilitator, John Hawkins, reviewed the Plan and provided some additional content.

Large-scale Agriculture. There is interest at Coalmine Canyon to develop large-scale agriculture, drawing from area ground water supplies.

Utility-scale Solar Development. One of the highest priority development projects relates to solar energy development. Recently, Salt River Project (SRP) issued a Request for Proposals for solar energy development that would be located on the Navajo Nation. Coalmine Canyon officials are highly interested in facilitating such development at their Chapter.

Public Facility Development. Coalmine Canyon envisions a large-scale development in the area currently occupied by the dilapidated Chapter House building. The development would include, but not be limited to a community multi-purpose building, senior center, youth recreation facility and preschool. Coalmine Canyon officials are interested in the utilization of HUD and other funding for this purpose.

Campground Facility Development. Coalmine Canyon could become more of a destination for visitors interested in viewing the Canyon itself if a campground facility were developed. One source of potential funding would be the Abandoned Mine Lands program.

Road Improvements. Although noted throughout the Chapter Recovery Plan, Chapter officials continue to emphasize the importance of road improvements. Indian Roads 6720 and 6730 are high priorities.

Power and Waterlines. Power and waterline infrastructure development is critically important for Coalmine Canyon, especially in the Kerley Valley and Black Falls areas.

Urban-style Community Housing. Coalmine Canyon looks to develop a comprehensive housing project inclusive of urban-style planning and design. One possibility will be to reexamine work that was completed about eight years prior by Swaback Partners.

May 12, 2020 - Update

Especially related to the impact of the Coronavirus, Coalmine Canyon provided this additional list of priorities on May 12, 2020:

1. Replacement of Chapter Building with a Meeting Hall, Senior Center, Youth Recreation Facility and Veterans Office (\$733,000 of funding already committed by SIHASIN Fund)
2. Water/Powerline Extension in the Kerley Valley serving 18 families (NTUA and APS Power). Also the development of an Office of Environmental Health (OEH) waterline. Project is funded by OEH and awaiting construction by NECA to serve 24 families at a cost of \$1.4 million.
3. Campground and Private Solar Project funded by the Abandoned Mine Land Program
4. Priority Transportation Projects by NDOT including the road from Coalmine Canyon to Leupp and from Leupp to Cameron
5. NHA Housing Project--20 units of housing funded by the Housing Escrow Funds

March 9, 2021 - Update

The November 2020 election resulted in significant change in the leadership at the Coalmine Canyon Chapter. In March 2021, Coalmine Canyon Chapter Officials requested one deletion in the plan and several significant additions to the plan.

Chapter House/Multi-Purpose Building

The current version of the Coalmine Canyon Chapter Recovery Plan has deleted the reference to the replacement of the temporary Chapter building. Chapter Officials believe that this matter was in the process of being addressed and no longer needed to be referenced in the plan.

One of the clear priorities of the new Chapter Officials is the planning, development and utilization of a new Chapter building which would double in function as a multi-purpose building. It is envisioned that the building would be a one-stop shop for many of the services and facilities needs including the operations of a Head Start program, senior center, and a location for tutoring students. It is further envisioned that the new facility would have state-of-the-art telecommunications capacity with a location not only for Chapter government function, but also for broader community function as well.

In addition to the indoor facilities, Chapter Officials envision improvements outdoors including the development of a skate park which could offer a basketball court and other recreational activities for youth and family members. In addition, ideally a health care clinic could provide limited services which would prevent the need for some of the travel to Tuba City.

Chapter Officials point to a readiness to proceed with the new multipurpose building. 414 acres have been withdrawn for such development and the archaeological study has been completed.

Telecommunications

Coalmine Canyon Officials note that fiber optic technology is being expanded into Tuba City, and they see this as a good sign that telecommunications capacity can enhance life at Coalmine. (It should also be noted that at least two new sources of funding to bring telecommunications capacity to Chapter Houses are emerging in 2021, including potential funding through the American Rescue Plan).

Chapter Officials believe that the investment in telecommunications must result in new towers that have the capability of offering 5G telecommunications capacity. Currently, although the telecommunications service providers indicate that they are offering sufficient capacity, the local people know that the service slows dramatically as multiple families work to simultaneously access the internet.

Housing

Another high priority is the need for improvements to existing housing and the construction of new housing for the community. Unlike Tuba City, Coalmine has ample land for growth, including the development of new housing. Chapter Officials point to problems with the existing NHA and Relocation housing.

For the people of Coalmine Canyon, it is not simply about building a house. The purpose, functionality and tradition of the Hogan is an intrinsic value. That is, simply building stick-framed homes without recognizing the full meaning and function of traditional Navajo Hogan home design is problematic. For this reason, great sensitivity and community input is required for future housing development at Coalmine.

Economic Development

In terms of commercial and industrial development, Coalmine Canyon Officials point to the Kerley Valley—the area including and immediately

Previous Success Story

Coalmine Canyon looks to the extension of a powerline to 33 families as a victory that was achieved in the past—and can set an example for positive development in the future. Historically, Chapter leaders and staff defined a problem statement related to the lack of water, power, and inability of children to fully participate in school activities due to the lack of telecommunications. That previous effort was successful in bringing funding from the AML and CDBG programs. Chapter Officials look to the Navajo Thaw to help Coalmine Canyon bring future improvements to the Chapter.

surrounding the Vans Trading Post (which burnt in 2020). Chapter Officials envision a location for a new convenience store or other business activity that could generate income for the Chapter.

Community Vision

Coalmine Canyon was at the epicenter of the land dispute between the Navajo Nation and the Hopi Tribe. For generations, Coalmine Canyon residents dealt with the prospect that the land dispute would disrupt their families and force relocation. Ultimately, this is what happened. Much of the land that was lost is at Denebeto. The people of Coalmine have been dispersed to other locations such as Nahata Dziil, Flagstaff, and elsewhere. For the people of Coalmine, this relocation caused mental anguish and many residents died lonely, separated from their family and facing mental health issues up until the time of their passing. Elderlies died heartbroken.

People not only lost their homes, but they lost their livestock – their very livelihood. For the Navajo people and culture which identifies so closely with the land that umbilical cords are buried at the time of birth signifying the important connectivity between people and place, this created a hardship that still impacts the people to this day.

While Chapter Officials do not look for Coalmine Canyon to offer the business activity and services to the extent that they can find in Tuba City, they do see the day in which less travel back and forth to Tuba City for provisions and activities can become possible. The Officials do expect that travel will still be required for food and fuel.

Chapter Officials feel as if they have been treading water for years, and they are beginning to sink. Only by developing and implementing a plan for community facilities and housing will Coalmine retain its vital sense of place.

Chapter Officials embrace community involvement. Recently, the Chapter has established an active Steering Committee which has networked with organizations such as the Navajo Thaw, NDN Collective, Navajo Power and other outside interests that want to help Coalmine Canyon help itself. A new era of community leadership can usher in the types of improvements envisioned within this Chapter Recovery Plan and serve to create a sustainable social and economic future for the people.

Section 1:

Plan Week Results

Plan Week Results

Overview

To gather the information from which to begin formulating Coalmine Canyon'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 Coalmine Canyon'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 Coalmine Canyon:

Coalmine Canyon Plan Week

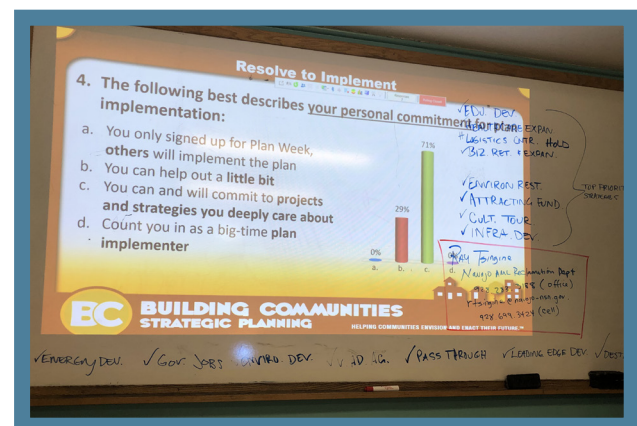
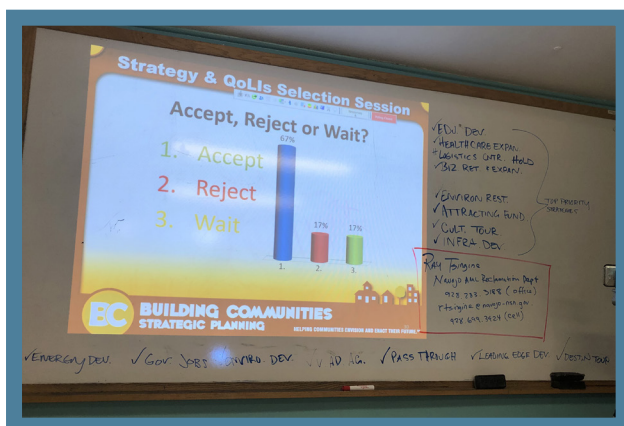
November 19-20, 2019

At the conclusion of Plan Week, the Steering Committee selected the following strategies for implementation in Coalmine Canyon:

- Attracting Funding
- Attracting Government Jobs
- Attracting Lone Eagles
- 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

In addition, these *Quality-of-Life Initiatives* were selected for advancement:

- Chapter House in Disrepair
- Community Urban Style Housing
- Range Management
- Relocation



Strategy Selection Process

The Coalmine Canyon 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 Coalmine Canyon'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 Coalmine Canyon 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 Coalmine Canyon, 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
Education Development	93	Community Development
Health Care Expansion	75	Community Development
Logistics Centers	68	Sector-specific
Business Retention and Expansion	66	General Business
Business Cultivation	63	General Business
Environmental Restoration	60	Sector-specific
Attracting Funding	56	Other
Cultural Tourism	46	Tourism
Infrastructure Development	44	Other
Energy Development	41	Sector-specific
Business Recruitment	38	General Business
Value-added Mining	38	Value-added
Bedroom Community Development	38	Community Development
Attracting Government Jobs	37	Other
Value-added Fisheries	35	Value-added
Entrepreneurial Development	33	General Business
Value-added Agriculture	31	Value-added
Pass-through Visitor Services	31	Tourism
Leading-edge Development	30	Sector-specific
Value-added Forest Products	27	Value-added
Destination Tourism	23	Tourism
Downtown Development	10	Community Development
Local/Regional Tourism	8	Tourism
Attracting Retirees	8	Other
Attracting Lone Eagles	8	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	100%	General Business
Business Cultivation	50%	General Business
✓ Entrepreneurial Development	100%	General Business
✓ Energy Development	100%	Sector-specific
✓ Environmental Restoration	100%	Sector-specific
Logistics Centers	80%	Sector-specific
✓ Leading-edge Development	100%	Sector-specific
✓ Value-added Agriculture	60%	Value-added
Value-added Forest Products	20%	Value-added
Value-added Fisheries	0%	Value-added
Value-added Mining	20%	Value-added
✓ Destination Tourism	80%	Tourism
✓ Cultural Tourism	80%	Tourism
✓ Local/Regional Tourism	100%	Tourism
✓ Pass-through Visitor Services	75%	Tourism
✓ Downtown Development	60%	Community
✓ Education Development	100%	Community
✓ Health Care Expansion	100%	Community
✓ Bedroom Community Development	100%	Community
✓ Infrastructure Development	100%	Other
Attracting Retirees	25%	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?")

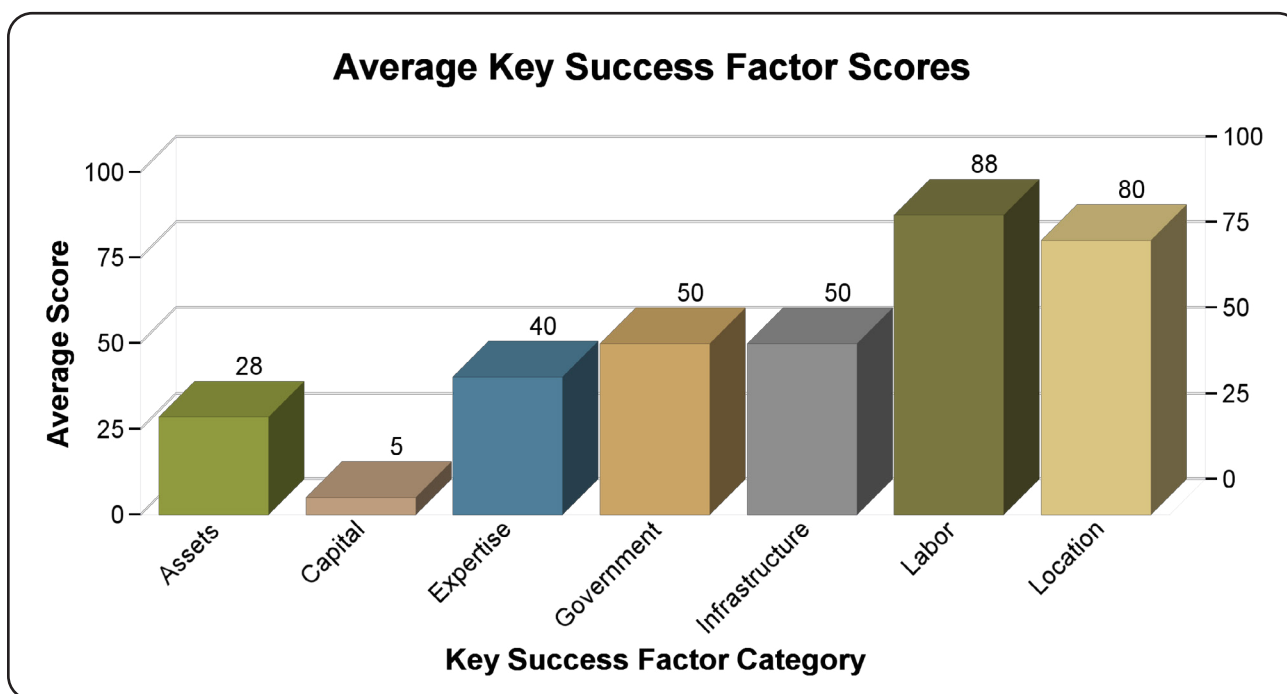
Want = The percentage of the Voice of the Community attendees desiring to implement the strategy

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.	28
Capital	Business debt and equity funding as well as consistent funding for development organizations to succeed.	5
Expertise	The skills, connections and abilities of local professionals.	40
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.	50
Labor	The labor force of a community.	88
Location	The relative proximity of the community to the marketplace.	80
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.



Key Success Factors are the elements needed for successful implementation of a strategy. These eighty-eight factors are grouped into seven categories. It is important to note that many factors are essential to multiple strategies.

In general, the high-scoring factors pinpoint the direction that Coalmine Canyon Chapter may wish to go in terms of focusing its economic development strategy.

Low-scoring factors generally relate to value-added Economic Development Strategies. In fact, Coalmine Canyon selected only one of the four value-added strategies, Value-Added Agriculture.

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

While Coalmine Canyon Chapter is found to have some very admirable assets, this category was only the sixth strongest of the seven categories. Six of the twenty-two Key Success Factors that fall under the Asset category are found to be comparative advantages. The Chapter is proud of their community’s reputation for one neighborhood in particular that is somewhat modern, is generally desirable, and has reasonable access to quality health care. Other top assets for Coalmine Canyon include its desirable climate, base of local businesses, and its proximity to both current and potential cultural attraction sites. Worth noting is that the Chapter’s proximity to urban population is not seen as a comparative disadvantage, meaning that there is potential for hiring a workforce from outside the community if and when needed.

The community views its availability to energy resources and access to travel routes only as minor comparative disadvantages. All of the remaining Key Success Factors relatable to Assets are found to be major comparative disadvantages. These are listed here as the foremost deficiencies found at Coalmine Canyon related to the various assets for economic development, as identified by the Steering Committee: accurate, long-term analysis of infrastructure needs and costs; available, desirable housing; existence of recreational amenities; high availability of urban services; local recreational and visitor attractions; proximity to large volumes of agricultural commodities; proximity to nationally-recognized attractions; proximity to raw materials and minerals; a recognizable central business district/downtown; and, sufficient local entrepreneurial base and insulation from industrial business annoyances.

The overall view is that Coalmine Canyon has some strong assets to focus on for several strategies. However,

there is a notion that several factors are at capacity and that the community is looking at expanding and improving in several areas. For example, while the Chapter has one desirable neighborhood, there is still no available housing. Similarly, while the community enjoys a base of local businesses, there is a lack of entrepreneurs. Coalmine Canyon is also looking at expanding its education services as well. If the Chapter were to focus on building the capacities for these above factors, they would in turn be increasing their chances for the future implementation of many strategies.

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

The Capital category is the lowest-rated category, meaning that capital is a deficiency in every relatable strategy.

The Chapter views both offering competitive recruitment incentives and access to small business finance as only slight comparative disadvantages.

The following factors indicate that there is a lack of access to funding for economic development projects in Coalmine Canyon. Amongst the highest concerns for the committee was the community's access to large-scale capital, access to long-term infrastructure loans and grants, availability of appropriated funds and not having a dedicated local funds for staffing recruiters. There is also a lack of local funding for downtown development. A common identified need for many Chapters in the Western Agency is the real need for a budget that would be sufficient for the marketing, promotion, and/or public relations related to economic endeavors. For Coalmine Canyon, it was determined that participation in the Navajo Thaw Implementation Plan is imperative so that they can build their capacities to better access much needed funding resources.

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 identify product and service gaps	4
Ability to network and attend relevant trade shows	4
Support from local education professionals at all levels	4
Supportive post-secondary education training program	4
Team approach to infrastructure finance	4
Ability to build a team comprised of energy-development experts	3
Ability to compete in a global market	3
Ability to understand industry trends and opportunities	3
Competent, strategic-minded hospital and health-care executives	3
Cooperation of economic development staff and educational community	3
Local ability to identify and advance a funding proposal	2
Ability to successfully market materials	0
Capable, experienced economic development professionals	0
Cultural development and advocacy organization	0
Dedicated business coaching staff	0
Downtown organization and staff	0
Existing excellence in local health care	0
Implementation of national Main Street Four-Point Approach™	0
Relationship with site selectors	0
Relative sophistication in coordinating and marketing local events	0
Sophisticated tourism development & promotion	0
Sophisticated use of the internet for marketing	0
Staff focused on attracting retirees and/or lone eagles	0

Coalmine Canyon scored itself high when compared to many Chapters in the Navajo Nation. Ten of the 22 factors relating to Expertise are perceived as comparative advantages.

Based on identified resources, the Steering Committee recognizes that they have the ability within their own community to support local education professionals at all levels and to also support at least one post-secondary education training program accompanied by a local spirit for a team approach to infrastructure finance.

Thirteen of the twenty-three Expertise Key Success Factors scored below average ranking this category as fifth out of the seven. The Steering Committee believes that the community does not have the ability to successfully market materials if those materials were produced locally. The area still lacks capable, experienced economic development professionals as well as dedicated business coaching staff to assist potential economic projects. Despite interests and the available zoned land for strategies such as transportation and logistics centers, the Chapter does not have a relationship with site selectors. The Committee also found complex coordinating and marketing of any local events as major challenges, including advanced use of the internet for this marketing.

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

The Steering Committee views its high-scoring Government Key Success Factors as an indicator that Coalmine Canyon appreciates good government support from the Navajo Nation Government, Arizona state and US Government partnerships that are favorable for any community looking toward economic development.

Some of the major challenges include the lack of local focus on revenues from visitors, and a lack of local policies and ordinances that promote quality neighborhood development.

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 industrial-zoned land for industrial park development	4
Availability of land for business prospects	4
Proximity to transmission lines with excess capacity	4
Availability of brownfield sites	3
Availability of local infrastructure	3
Land/Buildings/Campus for education development	3
Excess water and sewer infrastructure capacity	1
Adequate housing for labor force	0
Adequate telecommunications infrastructure	0
Availability of local buildings	0
High-speed internet	0

With land that has been earmarked for industrial use and business development, there is a comparative advantage at Coalmine Canyon Chapter for strategies like Business Recruitment and Infrastructure Development.

Six of the eleven factors that fall under the Infrastructure Category are recognized as comparative advantages for the Chapter. The Chapter's major advantages are availability of industrial-zoned land for industrial park development, availability of land for business prospects, and proximity to transmission lines with excess capacity. These factors could prove essential if an Energy Development strategy were put into practice.

The primary disadvantages for Infrastructure include limited access to reliable high-speed internet as well as having adequate telecommunications infrastructure. Also, local buildings and the availability of housing for a labor force is currently a challenge for the Chapter.

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, high-skill labor pool	4
Local, available, low-skill labor pool	3

Labor is found to be at the very top of the seven Key Success Factor categories. Coalmine Canyon has both the availability of a low-skill labor force and a high-skill labor force. This lends to the potential successful implementation of many strategies including Business Recruitment, Business Retention and Expansion, Destination Tourism and Value-added Agriculture.

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	4
Prospect of an expanded geographic market for health care	4
Proximity and access to markets	4
Strategic location for distribution centers	4
Proximity to scheduled air service	0

With respect to the location of the Coalmine Canyon Chapter, the Steering Committee finds four Key Success Factors to be major comparative advantages while they find that the one other Key Success factor to be a major comparative disadvantage. Altogether, this identifies this category as the second-highest scoring out of the seven categories.

Key factors for successful implementation that pertain to the favorable location of the Chapter include: the community’s advantageous location for government and/or education expansion, the perceived prospect of an expanded geographic market for health care and proximity and access to markets.

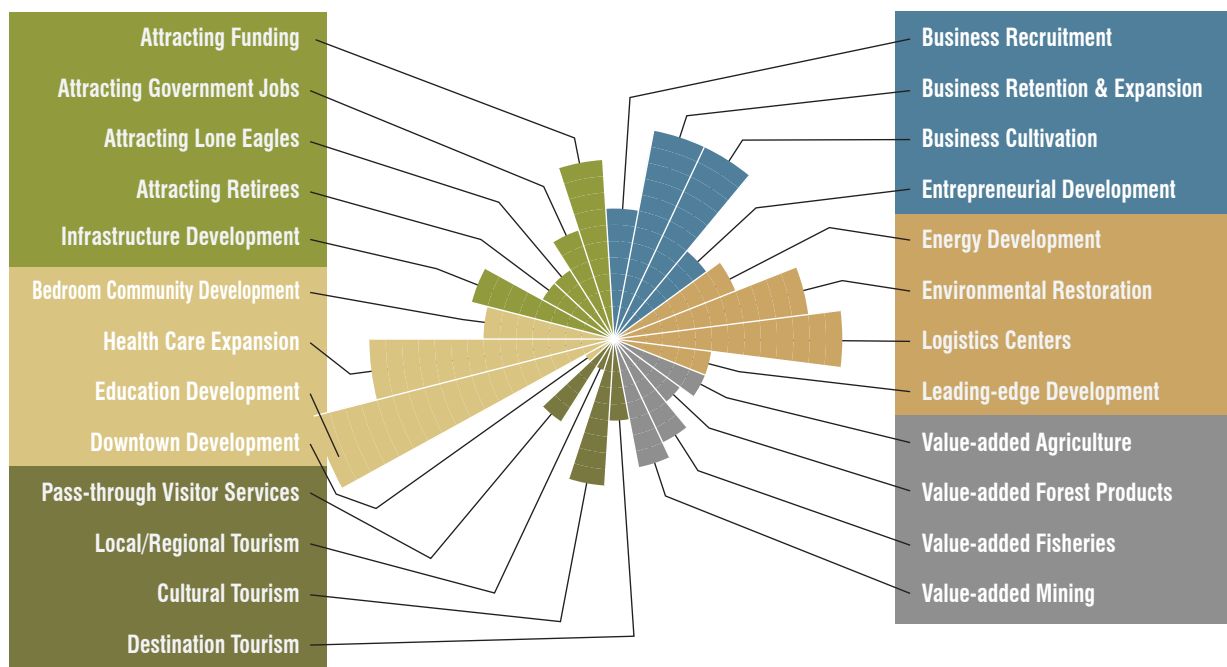
There is but one drawback to the location for Coalmine Canyon Chapter as it relates to economic development, and that is the remoteness to dependable scheduled air service.

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 illustrates the relative strength of three of the four Community Development Strategies. Other relatively high scoring categories relate to General Business and Sector Specific Business. In general, Coalmine Canyon performs poorly with Value Added and Tourism Development Strategies.



Section 2:

Selected Strategies

Attracting Funding
Attracting Government Jobs
Attracting Lone Eagles
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

Selected Strategies

Coalmine Canyon's Selected Strategies

Ultimately, the Steering Committee recommended the advancement of 19 strategies to enhance the economic condition and overall quality of life for Coalmine Canyon.

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 Coalmine Canyon Steering Committee are:</p> <ul style="list-style-type: none"> • Attracting Funding • Attracting Government Jobs • Attracting Lone Eagles • 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 	<p>Strategies not selected include:</p> <ul style="list-style-type: none"> • Attracting Retirees • Business Cultivation • Logistics Centers • Value-added Fisheries • Value-added Forest Products • Value-added Mining
--	--



Attracting Funding

CATEGORY: Other	RANK: 7	SCORE: 56
JOBS: 6	LIVABILITY: 4	COMPLEXITY: 5

Objectives of Strategy Implementation

Coalmine Canyon has received a commitment of \$733,333 from the Sihasin Fund toward the construction of a new Chapter building. There is a hope that this funding can be leveraged for additional funding from the office of Navajo-Hopi Indian Relocation for the full funding of the Chapter House. It has also been the long-standing desire to realize funding from this entity for an elementary school, a firehouse, a nursing home for the community elders, a local grocery store, and paved roads.

Due to a history of small coal mines and even a twenty-year fire in and around the Coalmine area, there are funds available from the Abandoned Mine Lands program. AML is offering funding for public facilities projects. One example of this funding was \$3.3 million that was awarded to the Shonto Chapter for the use of building a hotel. Other examples include Cameron's new modular chapter building and Leupp's parking lot. With the Chapter's master plan, the community is well positioned for an AML funded project.

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.

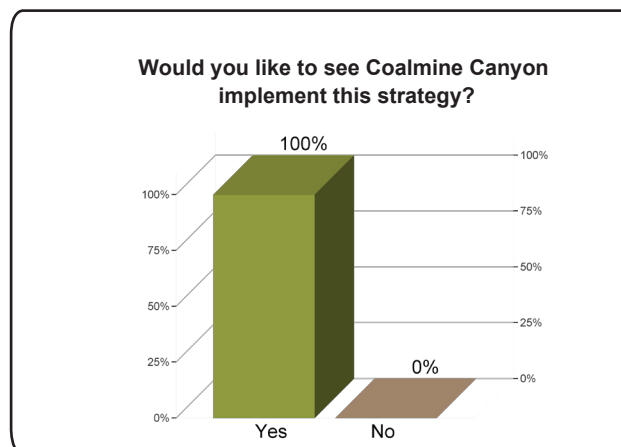
Hundreds of state and federal agencies manage grant programming and/or legislative earmarks (funding directives) which can be utilized to complete projects for a wide variety of purposes. States or localities with congressman/legislators participating on powerful appropriations committees are particularly 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 Coalmine Canyon implement this strategy. The bar chart shows the community response.



Findings from the Key Success Factor Analysis

The Coalmine Canyon Chapter Steering Committee believes that the community they represent has strong local governance combined with support at the Navajo Nation, Arizona state and federal levels. There is support at all levels in Coalmine Canyon for Attracting Funding. This indicates strong potential for successful implementation. This strategy is ranked seventh highest for successful implementation out of 25 possible strategies.

KEY SUCCESS FACTOR

SCORE

Strong state and/or federal legislative delegation	4
Strong community support	3
Local ability to identify and advance a funding proposal	2
Availability of appropriated funds	0

The challenge presented in Coalmine Canyon may be the availability of appropriated funds from the Navajo Nation. The Steering Committee expressed that much of the funding is “out of their control” as the funding is already earmarked according to the Navajo Nation’s budgeting process.

Key Success Factor Report - Attracting Funding

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Strong state and/or federal legislative delegation	Strong community support
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	Availability of appropriated funds

The Promise Kept

Through the efforts of the Navajo Thaw, Coalmine Canyon will receive and expend all of the funding necessary in order to make improvements and to implement the Chapter’s master plan.



Attracting Government Jobs

CATEGORY: Other	RANK: 14	SCORE: 37
JOBS: 6	LIVABILITY: 7	COMPLEXITY: 5

Objectives of Strategy Implementation

The community would like to accommodate a better relationship with the Office of Navajo-Hopi Indian Relocation by offering either office space or even a location for a satellite office. By doing so the community believes that ONHIR can better understand the impacts relocation has had on the Navajo Nation so that ONHIR can better meet the un-met needs of the Coalmine Canyon Relocates. If a satellite office is pursued, it should be a featured building, nearby the Chapter house, that could later be re-purposed when it is no longer needed as an ONHIR facility.

Another way the Chapter would like to attract government jobs is through a public school. While there are several options for education in nearby Tuba City, the public schools there are all at capacity with students traveling from far away to attend. Coalmine Canyon believes there is a need for a middle school in the area, that could focus on better preparing students for a successful high school learning experience.

Finally, the third part in attracting government jobs would be to get a fully operational post office in Coalmine Canyon. This location would serve people who live southeast of Tuba City and those travelers who could utilize the postal services when commuting on SR 264.

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.

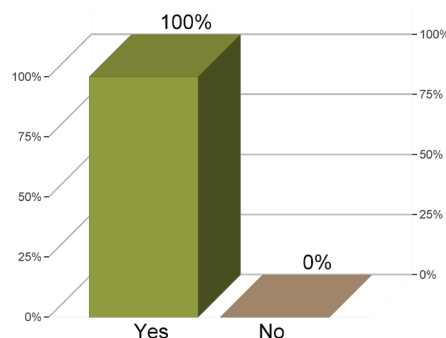
Another key consideration is the trend line for the total number of government jobs. In times of economic recession, for example, many government jobs may be eliminated. On the contrary, during good economic times—or perhaps when a state is responding to a policy change that increases government jobs 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.

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 Coalmine Canyon implement this strategy. The bar chart shows the community response.

Would you like to see Coalmine Canyon implement this strategy?



Findings from the Key Success Factor Analysis

Scoring 14th of 25, three Key Success Factors for this strategy scored a '4.' The Steering Committee believes that the Coalmine Chapter has comparative advantages when it comes to land availability for government, education, and/or new business use. Coalmine Canyon was impacted by the Bennett Freeze and by the Navajo-Hopi Indian Relocation; therefore, local Chapter officials and the community strongly support these efforts.

KEY SUCCESS FACTOR	SCORE
Advantageous location for government or education expansion	4
Availability of land for business prospects	4
Local government support	4
Strong community support	3
Projected growth in government budgets	2
Capable, experienced economic development professionals	0
Favorable state policies with respect to office locations	0
Availability of local buildings	0

The community must address issues such as the availability of local buildings. State policies govern the placement of office locations; therefore, there is a need for local experienced development professionals to coordinate these efforts. Resources would also need to be acquired to fund development. The Navajo Thaw Implementation Plan could assist Coalmine Canyon in overcoming some of these issues.

Key Success Factor Report - Attracting Government Jobs

STRENGTHS TO BUILD UPON	
Major Comparative Advantages Advantageous location for government or education expansion Availability of land for business prospects Local government support	Slight Comparative Advantages Strong community support
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages No Entries	Major Comparative Disadvantages Capable, experienced economic development professionals Favorable state policies with respect to office locations Availability of local buildings

The Promise Kept

Coalmine Canyon will implement a creative approach to facilitate the construction and operation of education and government offices.



Attracting Lone Eagles

CATEGORY: Other	RANK: 25	SCORE: 8
JOB: 3	LIVABILITY: 6	COMPLEXITY: 7

Objectives of Strategy Implementation

After much discussion and assessment, the Coalmine Canyon Steering Committee selected Attracting Lone Eagles as a strategy they wish to implement. It was noted that the community already has a population of retiree aged community members that often have great professional experience and are willing to participate in community development projects. The community sees these members as an asset and wishes to provide to them a living environment that they would see as an incentive to live in Coalmine Canyon. For these reasons, combined with a location that has relatively good access to goods and services and having a generally desirable climate, the committee sees this strategy as advantageous for all parties involved. The community envisions smaller one and two-bedroom homes and/or hogans to accommodate Lone Eagle's lifestyles. The housing should be developed within other housing projects as opposed to a stand-alone project in of itself.

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.

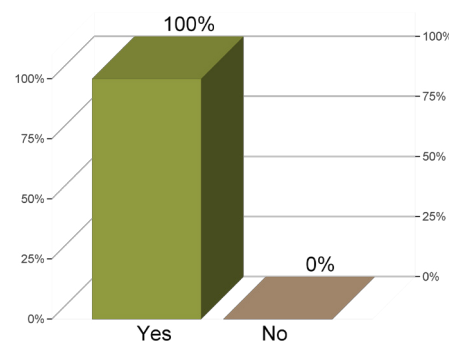
Similar to retirees, lone eagles look for quality of life factors such as access to recreation, historic and cultural attractions, local shopping, quality restaurants, and business services.

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.

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 Coalmine Canyon implement this strategy. The bar chart shows the community response.

Would you like to see Coalmine Canyon implement this strategy?



Findings from the Key Success Factor Analysis

The lowest scoring strategy, Attracting Lone Eagles has but one slight comparative advantage. The area's desirable climate is certainly a benefit to this strategy, however, there are seven factors which are major comparative disadvantages. Coalmine Canyon lacks existing recreational amenities, desirable housing availability, immediate local urban services, dedicated marketing/promotion/public relations budget, scheduled air service, and staff focused on attracting retirees and/or lone eagles. Expertise and location are also challenges; but the biggest challenges facing the implementation of this strategy relate to the community's assets.

KEY SUCCESS FACTOR

SCORE

Desirable climate	3
Existence of recreational amenities	0
Available, desirable housing	0
High availability of urban services	0
Sufficient marketing, promotion, or public relations budget	0
Proximity to scheduled air service	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
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	Existence of recreational amenities Available, desirable housing High availability of urban services Sufficient marketing, promotion, or public relations budget Proximity to scheduled air service Staff focused on attracting retirees and/or lone eagles High-speed internet

The Promise Kept

Talent will return to Coalmine Canyon to capitalize upon improved telecommunications capacity to establish and expand innovative businesses.



Bedroom Community Development

CATEGORY: Community Development	RANK: 13	SCORE: 38
JOB: 1	LIVABILITY: 10	COMPLEXITY: 4

Objectives of Strategy Implementation

In the Coalmine Canyon area there is a current trend where much of the population is leaving (and has already left) due to the need for work and for housing. There are many who desire to have a small home at Coalmine Canyon Chapter, and it is the committee's opinion that youth would like to see apartment and condo style housing. It was expressed how this could even be second floor apartments over street level businesses. By offering condos and or apartments it would allow those who recently graduate high school the opportunity to go to a community college, or take online courses, while staying close to the family and cultural support that their community provides. Additionally, there is a great need for this type of housing since so many who were raised in this chapter were not provided the same opportunity others area had over the last several decades to build new homes on their land sites or to even expand the primary home on their land site as their families grew.

It is a common occurrence that people are living in their vehicles as a direct result of the insufficient housing in Coalmine Canyon. These individuals often work by day and even use their vehicle as a means to complete and/or commute to those jobs. A development such as this means that individuals can leave the community by day to work and go to school and have a safe place to come home to in the evening, where they can support each other and their community rather than focusing so much of their energies on overcoming the socioeconomic and environmental barriers that prohibit them from becoming more successful professionally.

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.

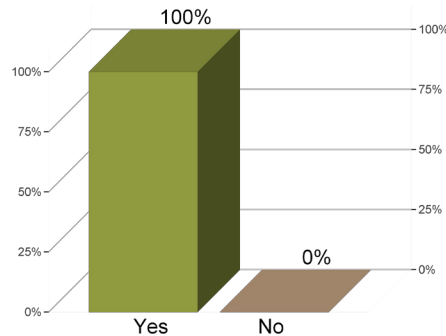
A “bedroom community development” strategy is unlike virtually all of the other strategies in that it excludes the pursuit of some of the other strategies. For example, bedroom communities are unlikely to pursue business recruitment, distribution centers, value-added industry activity, and possibly even 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 Coalmine Canyon implement this strategy. The bar chart shows the community response.

Would you like to see Coalmine Canyon implement this strategy?



Findings from the Key Success Factor Analysis

The Bedroom Community Development strategy placed thirteenth with Quality Residential Neighborhoods as the lone comparative advantage. Aside from proximity to urban population and workforce centers which is neither seen as an advantage or a disadvantage, the remaining factors are viewed by the

Steering Committee as major comparative disadvantages. Factors needing development include insulation from industrial business annoyances; a complete marketing, promotion, and/or public relations budget; and, local policies and ordinances that support the development of quality neighborhoods.

KEY SUCCESS FACTOR

SCORE

Quality residential neighborhoods	4
Proximity to urban population and workforce centers	2
Insulation from industrial business annoyances	0
Sufficient marketing, promotion, or public relations budget	0
Local policies and ordinances supporting quality neighborhood development	0

Key Success Factor Report - Bedroom Community Development

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

The Promise Kept

New, quality housing will help alleviate the overcrowding issue in much of the Navajo Thaw Region.



Business Recruitment

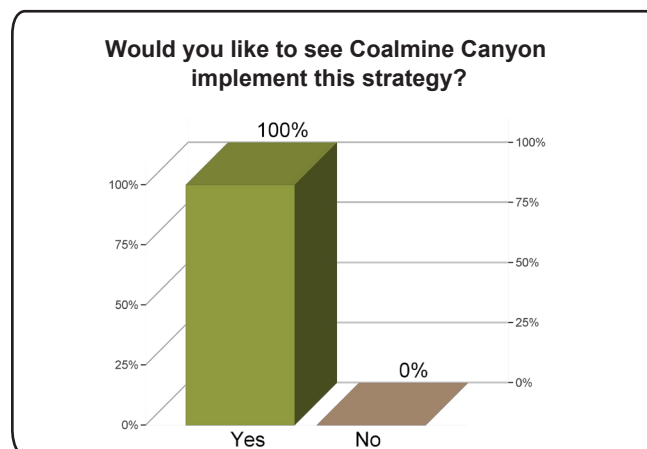
CATEGORY: General Business	RANK: 11	SCORE: 38
JOB: 10	LIVABILITY: 2	COMPLEXITY: 10

Objectives of Strategy Implementation

Currently there is a major missed opportunity for local business and local jobs in Coalmine Canyon Chapter, as there are no local businesses and several locations that have access to two major highways. The community would like to turn this around and pursue development in many areas. For example, their Industrial Zone in the Curley Valley area could take advantage of its access to Highway 89 and become a location for a distribution center. Another goal for this chapter is to put a gas station near State Route 264 that could serve motorists traveling on IR 6720 and SR 264. The community wants a variety of business that provide local jobs including a grocery store and a restaurant.

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 Coalmine Canyon 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

A variety of new businesses will be established on the Coalmine Canyon Chapter, taking advantage of land and highway infrastructure and proximity to Tuba City.

Findings from the Key Success Factor Analysis

There are eighteen Key Success Factors to implement this strategy successfully and under one-third of those factors scored as comparative advantages. These strengths include proximity to local markets, available land for new businesses, local high-skilled community members, strong support from the community and Chapter Officials, and local infrastructure availability. Additionally, the Steering Committee believes that Coalmine Canyon can compete in a global market.

There are seven Key Success Factors that present significant challenges for a Business Recruitment strategy. For example, while high skilled laborers do exist, there is a lack of economic development professionals or community members who can use the internet for sophisticated marketing. Coalmine Canyon does not currently have relationships with site selectors.

Another example is that while Coalmine Canyon has available infrastructure, they do not have available buildings that could be utilized for this strategy.

KEY SUCCESS FACTOR	SCORE
Proximity and access to markets	4
Availability of land for business prospects	4
Local government support	4
Ability to network and attend relevant trade shows	4
Local, available, high-skill labor pool	4
Ability to compete in a global market	3
Strong community support	3
Local, available, low-skill labor pool	3
Availability of local infrastructure	3
Competitive recruitment incentives	1
Support from local businesses	1
Access to large-scale capital	0
Dedicated local financial resources for staffing recruiters	0
Proximity to scheduled air service	0
Sophisticated use of the internet for marketing	0
Capable, experienced economic development professionals	0
Relationship with site selectors	0
Availability of local buildings	0

Key Success Factor Report - Business Recruitment

STRENGTHS TO BUILD UPON	
Major Comparative Advantages <ul style="list-style-type: none"> Proximity and access to markets Availability of land for business prospects Local government support Ability to network and attend relevant trade shows Local, available, high-skill labor pool 	Slight Comparative Advantages <ul style="list-style-type: none"> Ability to compete in a global market Strong community support Local, available, low-skill labor pool Availability of local infrastructure
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages <ul style="list-style-type: none"> Competitive recruitment incentives Support from local businesses 	Major Comparative Disadvantages <ul style="list-style-type: none"> Access to large-scale capital Dedicated local financial resources for staffing recruiters Proximity to scheduled air service Sophisticated use of the internet for marketing Capable, experienced economic development professionals Relationship with site selectors Availability of local buildings



Business Retention & Expansion

CATEGORY: General Business	RANK: 4	SCORE: 66
JOB: 10	LIVABILITY: 4	COMPLEXITY: 3

Objectives of Strategy Implementation

Just 70 miles outside of Flagstaff, in Coalmine Canyon Chapter's boundaries, is a truly historical place, known as Moenave, where evidence of dinosaurs from time immemorial lay about for travelers to explore. In this place, visitors traveling along US Hwy 160 can simply pull off the highway and within minutes be walking amongst real dinosaur fossils. Paleontologists from Northern Arizona University have verified that these dinosaur tracks were formed as long as 200 million years ago.

While this density of fossils has been studied and documented, the pre-historic site has no boundaries, fences, or management for any conservation effort. There are just actual dinosaur tracks all over a section of land known as Curley Valley. The location is becoming more and more popular and to date it is estimated to have been visited by tens of thousands of visitors.

By adding simple fencing and a modest visitor's center, Coalmine Canyon Chapter can capitalize on revenue that currently passes through the community by charging a nominal park entry fee. The concept discussed was to still provide a place for the local vendors to sell and to include these vendors in the business model by having those same people volunteer as park stewards. The vendors who are currently making a living off donations for tours and the selling of souvenirs would certainly benefit by attracting more tourists in an organized manner. If such a location was advertised, then people would see it as a destination more than a last-minute stop when passing by and therefore would actually plan on spending money. The park stewards who volunteer their time could then earn a free spot to set up a souvenir stand. Those who did not volunteer at the park could still rent space to sell.

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:

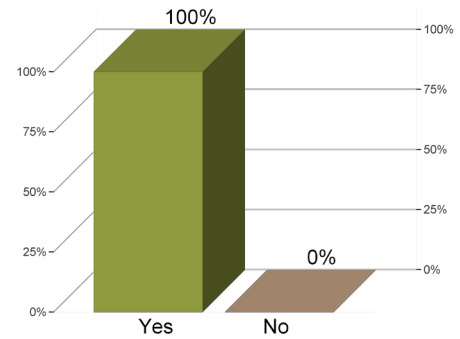
- Identifying opportunities to encourage the expansion of new companies;
- Identifying opportunities to avert pending job losses or business closures;
- Ability to take a community-wide approach to addressing business needs;
- A systematic way to collect information;
- Ability to immediately identify 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.

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 Coalmine Canyon implement this strategy. The bar chart shows the community response.

Would you like to see Coalmine Canyon implement this strategy?



Findings from the Key Success Factor Analysis

Nine of the twelve factors for success in Business Retention and Expansion activities scored above average. The top scoring factors include support from local education professional at all levels, the availability of land for business prospects, local pro-business climate, and the availability of local highly experienced and/or educated professionals who participate in community affairs. These four factors are all considered substantial comparative advantages by the Steering Committee.

Only three factors scored as a slight comparative advantage or lower. The factors posing a challenge to this strategy include access to small business funding, lack of local economic development professionals, and the availability of local buildings.

KEY SUCCESS FACTOR

SCORE

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

The Promise Kept

Coalmine Canyon has the opportunity to focus upon the Tourism sector for Business Retention & Expansion.

Key Success Factor Report - Business Retention and Expansion

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



Cultural Tourism

CATEGORY: Tourism	RANK: 8	SCORE: 46
JOB: 3	LIVABILITY: 9	COMPLEXITY: 7

Objectives of Strategy Implementation

Coalmine Canyon is a community that boasts many cultural artisans. There is even a style of Navajo rug weaving that is specific in design to the area. There are several roadside stops, specifically off Highway 89, that artisans can set up to sell to tourists. However, often tourists are hesitant to stop at these locations because they look like temporary and unorganized locations that often times are difficult and potentially unsafe to park a vehicle.

There is a great model for what Coalmine Canyon Steering committee envisions for these types of locations at the Four-Corners Monument. Years ago, this place was nothing more than a slab of cement with similar temporary and unorganized appearing vendor booths surrounding the actual monument. People only traveled here to see the monument and maybe purchased souvenirs as an afterthought. Then, in 2010 the Navajo Nation Parks and Recreation Department improved the location to include waterless restrooms, a large open parking lot area, and permanent structures designed to operate as vendor locations for local vendors to sell their goods. This alone, aside from the attraction of the monument, has created a desire for tourists to stop and shop in a unique open-air market shopping experience that tourists appreciate. A place to find unique memorabilia that was made locally and sold by the person who knows the history and value of the merchandise. This model has replaced the traditional “giftshop” seen at most parks and has also become another way to open cultural experiences up to tourists.

Strategy Summary

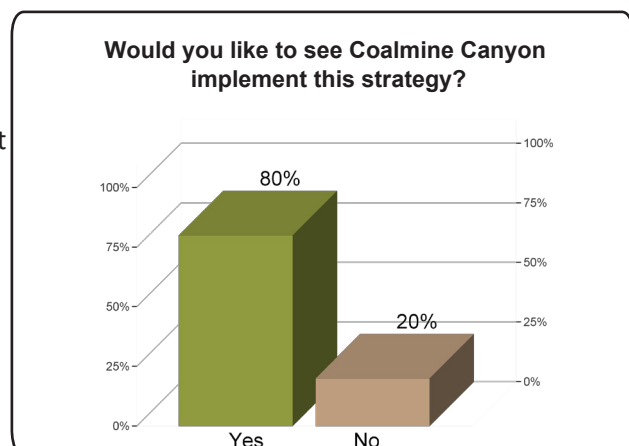
Many communities have capitalized on local culture to create jobs. Cultural opportunities based on dance, theater, music, food or other human interests can stimulate the local economy.

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.

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 Coalmine Canyon implement this strategy. The bar chart shows the community response.



Findings from the Key Success Factor Analysis

Cultural Tourism has five Key Success Factors. Of these five, two rated as comparative advantages. First, Coalmine Canyon has many high skilled workers. Second, the community has current and potential cultural attractions. One of these sites is known widely as Dinosaur Tracks or Moenave. The fossils in this area have been studied and

documented. It is estimated that tens of thousands of people have visited this pre-historic site. However, the area does not have any boundaries, fences, or management. It also lacks conservation efforts. It is likely that implementing this strategy could promote local jobs as well, since the current Dinosaur Tracks area is occupied only by local vendors who offer tours and sell souvenirs while trying, as best they can, to prevent theft and vandalism of this historical and ancient land site.

There are two factors which are comparative disadvantages. Coalmine Canyon lacks public relations and dedicated local funding and staffing for promotion/marketing designed for implementing a strategy such as this.

KEY SUCCESS FACTOR

SCORE

Local, available, high-skill labor pool	4
Existing or prospective cultural attraction	3
Local, available, low-skill labor pool	3
Sufficient marketing, promotion, or public relations budget	0
Cultural development and advocacy organization	0

Key Success Factor Report - Cultural Tourism

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

The Promise Kept

Coalmine Canyon is ideally situated to implement a variety of Cultural Tourism-related projects.



Destination Tourism

CATEGORY: Tourism	RANK: 21	SCORE: 23
JOBS: 9	LIVABILITY: 4	COMPLEXITY: 9

Objectives of Strategy Implementation

When it comes to destination tourism, the Coalmine Canyon Chapter believes that they can offer the complete package to outside visitors. It is a unique geography that has the potential to draw travelers from near and far and by combining that experience with other local resources. Coalmine Canyon could offer visitors a several-day experience. The canyon areas immediately north of the chapter house could certainly be a featured experience with just the initial addition of a scenic viewpoint for travelers to safely pull off the highway and enjoy the scenery.

Expanding off this, the community desires to put in place a simple trail system where visitors could walk, run, hike and even go horseback riding. In a nearby location, the community has a spot ideal for picnic grounds for these visitors to utilize. This area should include public restrooms, picnic tables and barbecues.

Taking this concept further, the chapter wants to provide an overnight experience to capture revenue that is currently being spent in other areas. For example, a simple RV park with basic hookups like water and power could be installed. In the region there are very limited options for travelers in recreation vehicles, and those places often have no-vacancy, especially during the summer months. Not only could they benefit from summer travelers, but also snowbirds, who look for a place to stay in moderate weather for a few weeks out of the year when winter weather is harsher where they live.

There was also the thought of developing a ranch-style bed and breakfast that could serve as a motel function but additionally could provide cultural experiences and/or meals to visitors looking to connect more intimately with the Navajo way 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 Coalmine Canyon implement this strategy. The bar chart shows the community response.

Strategy Summary

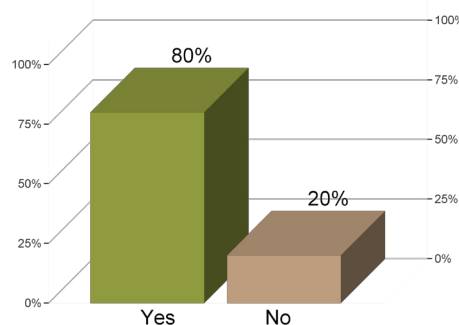
Destination Tourism is simply what its name implies: visitor attractions and destinations that have established a favorable and widespread reputation. Such destinations can exist due to unusual geographic beauty or historic significance, or they may be man-made facilities such as resorts, amusement parks,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

Would you like to see Coalmine Canyon implement this strategy?



Findings from the Key Success Factor Analysis

Two of the nine Key Success Factors for the successful implementation of this strategy were viewed as major comparative advantages, while two other factors were viewed as slight comparative advantages. These four positive factors include: local support from Chapter officials, community acceptance of the visitor industry, availability of high-skilled labor, and availability of low-skilled labor. This is a rare combination and may produce some rewarding outcomes for this strategy.

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

There are some considerable disadvantages for the successful implementation of the Destination Tourism strategy. For example, while there is a favorable view toward the visitor industry, the location of Coalmine Canyon is remote to nationally recognized attractions and the area lacks air service. Marketing this strategy is a major challenge without seeking outside assistance to either aid in the process or to build this capacity at the local level.

Key Success Factor Report - Destination Tourism

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

The Promise Kept

Bypassed by motorists for years, the Coalmine Canyon itself will become a destination of its own with facility improvements and associated marketing.



Downtown Development

CATEGORY: Community Development	RANK: 22	SCORE: 10
JOB: 4	LIVABILITY: 6	COMPLEXITY: 6

Objectives of Strategy Implementation

Establishing a town has been the goal for many community members for many years. They envision for their community to be a structured layout with business and professional offices located in a central commerce section of the Chapter. These same community members believe that there have also been promises made to the community by the Federal Government related to being relocated to Coalmine Canyon. The committee lays claim that not only have promises been ignored, but also that what has been received is already in disrepair, such as the Chapter House. Other un-met promises include a primary school, firehouse, nursing home, grocery store, and improved roads that allow proper bus access. If these promises were fulfilled, this would provide for the long-awaited realization of the community that so many had to sacrifice for when they left their homes just over 45 years ago.

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:

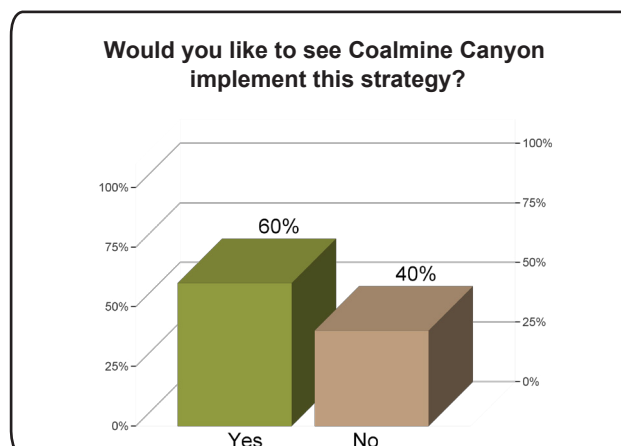
- Organization (volunteers, staffing, board of directors)
- Promotion (events, public relations, advertising)
- Design (building and amenity stabilization, preservation, beautification)
- Economic Restructuring (supporting existing businesses; promoting new businesses)

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.

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 Coalmine Canyon implement this strategy. The bar chart below shows the community response.



Findings from the Key Success Factor Analysis

The Steering Committee believes that Coalmine Canyon officials support the Downtown Development strategy and this support is viewed as a major comparative advantage.

Five of the six factors were viewed as major disadvantages for the Chapter. Some of these challenges include lack of capital, expertise and assets. While this strategy has the potential to create jobs, the overall score fell to 22nd due to the sheer number of comparative disadvantages.

KEY SUCCESS FACTOR

SCORE

Local government support	4
Recognizable central business district/downtown	0
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	
Major Comparative Advantages	Slight Comparative Advantages
Local government support	No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	Recognizable central business district/downtown 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

As Coalmine Canyon reestablishes its residential neighborhood, a “downtown” feel will be created through the master planning effort.



Education Development

CATEGORY: Community Development	RANK: 1	SCORE: 93
JOB: 4	LIVABILITY: 7	COMPLEXITY: 5

Objectives of Strategy Implementation

Coalmine Canyon has a positive attitude toward education, as well as a high level of local professional educators. Combined with assets like available land and local chapter support there is a strong climate for an education facility. The Steering Committee expressed the need for local college level programming in their community. There are several professionals that wish to further their education and would greatly benefit from having nearby access to take classes in their limited spare time. There is also the greater concern for the younger generation. Those who are able go off to college, leaving behind their cultural and family support. Even worse are the ones who cannot go off to school, most commonly to stay and care for an elder. A local education facility would allow both to pursue their dreams. The Steering Committee would like to see a satellite campus from an institute like Dine College and/or Coconino Community College.

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 Coalmine Canyon implement this strategy. The bar chart shows the community response.

The Promise Kept

Improved community college programming will benefit Coalmine Canyon and surrounding Chapters.

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.

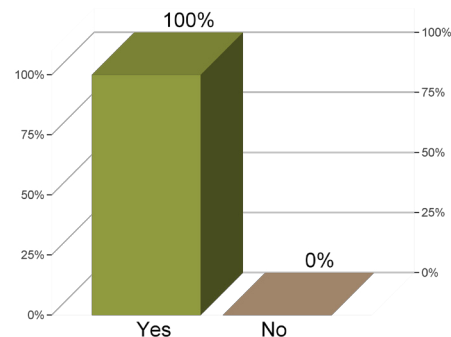
The combination of these two dynamics may inspire a community to develop an Education Development Strategy.

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.

Would you like to see Coalmine Canyon implement this strategy?



Findings from the Key Success Factor Analysis

Coalmine Canyon Chapter scores this strategy as the community's top scoring strategy for successful implementation. All five factors are deemed comparative advantages with expandable educational institution, advantageous location, and support from Chapter Officials as the top advantages. With no comparative disadvantages, the

Education Development strategy ranked highest. The Steering Committee believes that Coalmine Canyon has the assets, expertise, government support, infrastructure and location to implement this strategy effectively. One potential project may be to partner with Dine College to offer vocational training programs.

KEY SUCCESS FACTOR

SCORE

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

Key Success Factor Report - Education Development

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



Energy Development

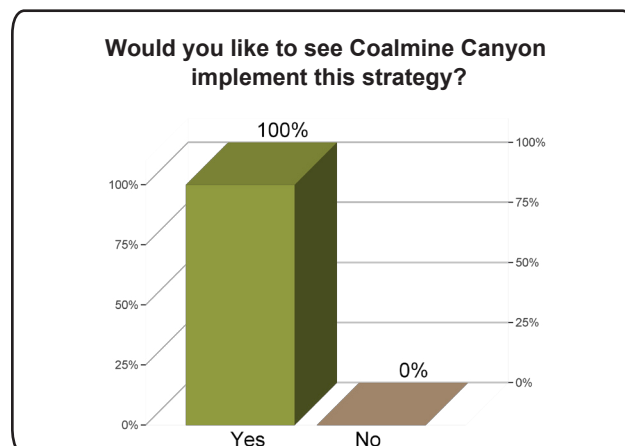
CATEGORY: Sector-specific	RANK: 10	SCORE: 41
JOBS: 6	LIVABILITY: 3	COMPLEXITY: 9

Objectives of Strategy Implementation

Coalmine Canyon Chapter Steering Committee believes their community is in a prime location for energy development. They desire both solar and wind energy production facilities. On the higher elevations nearest SR 264, they wish to install a wind farm with large modern windmills. On the lower elevations with access off Highway 89, there is land suitable for a solar farm. With the recent closing of the Peabody Coalmine and the NGS Power Plant, there is perceived access to transmission lines with excess capacity. With solar and wind production becoming more and more common in Northern Arizona, the community is hopeful to develop a partnership that could help initiate and guide this process.

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 Coalmine Canyon implement this strategy. The bar chart below 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 through green building practices and retrofitting is becoming a more common element in public policy supporting that development.

The Promise Kept

Coalmine Canyon will welcome the planning, construction and operations of a new solar facility as a result of implementing this Energy Development strategy.

Findings from the Key Success Factor Analysis

With an overall rank of tenth out of the 25 strategies, four of the eight Key Success Factors for Energy Development are found to be comparative advantages. The Chapter's major advantages include: location, potential access to transmission lines with excess capacity, and support by the local governance. The Coalmine Canyon Chapter has the ability to build a team of energy-development experts.

There are four Key Success Factors which are comparative disadvantages. These disadvantages include: access to large scale capital, inability to secure power-purchase agreements, and the local availability of capable experienced economic development professionals. These disadvantages are factors that commonly impact many Chapters within the Navajo Nation.

KEY SUCCESS FACTOR

SCORE

Proximity to transmission lines with excess capacity	4
Local government support	4
Ability to build a team comprised of energy-development experts	3
Supportive state energy policies and incentives	3
Availability of energy resources	1
Access to large-scale capital	0
Ability to secure power-purchase agreements	0
Capable, experienced economic development professionals	0

Key Success Factor Report - Energy Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages <hr/> Proximity to transmission lines with excess capacity Local government support	Slight Comparative Advantages <hr/> Ability to build a team comprised of energy-development experts Supportive state energy policies and incentives
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages <hr/> Availability of energy resources	Major Comparative Disadvantages <hr/> Access to large-scale capital Ability to secure power-purchase agreements Capable, experienced economic development professionals



Entrepreneurial Development

CATEGORY: General Business	RANK: 16	SCORE: 33
JOB: 6	LIVABILITY: 5	COMPLEXITY: 2

Objectives of Strategy Implementation

It is no secret there is a lot of talent at Coalmine Canyon—from experienced and educated professionals to hard working proud miners. However, there is a population within the community that can greatly be improved and that is their entrepreneurs. This includes the artisans, the self-employed and the people trying to open small businesses.

There is a strong spirit of working with “what you have” in Coalmine Canyon and this has given rise to an incredible group who see every challenge as an opportunity to prove themselves. One of the topics that the Steering Committee most strongly agreed on was how this spirit translates to the business world. It was discussed that if the self-determined self-employed of Coalmine Canyon be provided real entrepreneurial development training and that those vendors, artisans and laborers could then take their talents to the next level by learning new business skills. This could be a program as short as six meetings (on and/or off reservation) with a variety of experts in fields such as business financial planning, business plan writing and may include partnerships with Navajo Nation departments like the Division of Economic Development, or may even include collaborations with local universities like Northern Arizona University, Arizona State University or University of Arizona.

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.

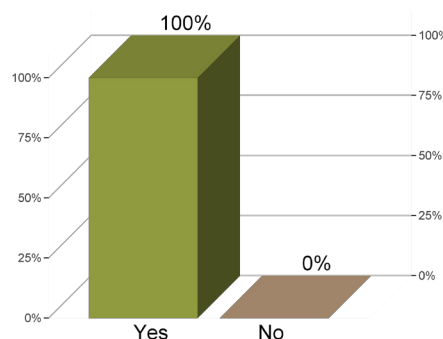
Often referred to as microenterprise development, some programming exists to assist businesses with access to capital, resources for labor force improvement, business coaching and/or partnerships with local educational institutions.

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.

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 Coalmine Canyon implement this strategy. The bar chart shows the community response.

Would you like to see Coalmine Canyon implement this strategy?



Findings from the Key Success Factor Analysis

The Steering Committee identified a supportive post-secondary education training program and local pro-business climate as major comparative advantages. The remaining four factors place well below average with the greatest challenges identified as insufficient local entrepreneurial base, non-existent business coaching staff for entrepreneurial development and lack of high-speed internet access for many areas in Coalmine Canyon Chapter.

KEY SUCCESS FACTOR	SCORE
Supportive post-secondary education training program	4
Local pro-business climate	4
Access to small business financing	1
Sufficient local entrepreneurial base	0
Dedicated business coaching staff	0
High-speed internet	0

Key Success Factor Report - Entrepreneurial Development

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

The Promise Kept

Coalmine Canyon will translate local talent into local business through the implementation of the Entrepreneurial Development strategy.



Environmental Restoration

CATEGORY: Sector-specific	RANK: 6	SCORE: 60
JOB: 4	LIVABILITY: 3	COMPLEXITY: 4

Objectives of Strategy Implementation

Coalmine Canyon community has previously expressed to the EPA their concerns about nearby uranium mine cleanup efforts and the resulting impacts on Coalmine Canyon's water supply. One example is their concern that monsoon rains will affect any cover placed on abandoned uranium mines and that watershed areas stand to be impacted as a result.

As part of an established Five-Year Plan (2014-2018), IHS and EPA continue to work with chapters in the Western Abandoned Uranium Mine Region to increase access to safe drinking water that has been impacted by past uranium mining, including Coalmine Canyon.

Community members have shared with the EPA that they would like assurances that long term monitoring of the cleanup and the continued availability of funding for these efforts continues as long as it is needed. Some were concerned about the need for relocation of families during mine cleanup as those who originally were forced to leave the former Coalmine Mesa Chapter will look to return to the present Coalmine Canyon Chapter.

Community members and local officials also worry about the potential transportation of hazardous materials through the community as well, specifically on State Route 264 and Indian Routes 6720 and 6730.

Interviewees were also worried about the effects of cleanup activities on tourism in the region, as tourism is a significant source of income for many residents.

Coalmine Canyon faces many locations where the natural land has been damaged, and the community wishes to see these places restored to their natural beauty. There are locations impacted by relocation where abandoned buildings still sit decades after their tenants were made to move. Other locations where coal mines have been opened and should be properly and completely restored. In one instance there is still visual evidence of a coal fire that is said to have burned for over 20 years. Another location to be restored is an area with old and unsafe remnants of what was once an unofficial picnic area. The community believes that these types of projects are great opportunities to take advantage of their local workforce. Currently, the Abandoned Mine Lands Program may have funding available through grants to assist with environmental restoration projects.

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.

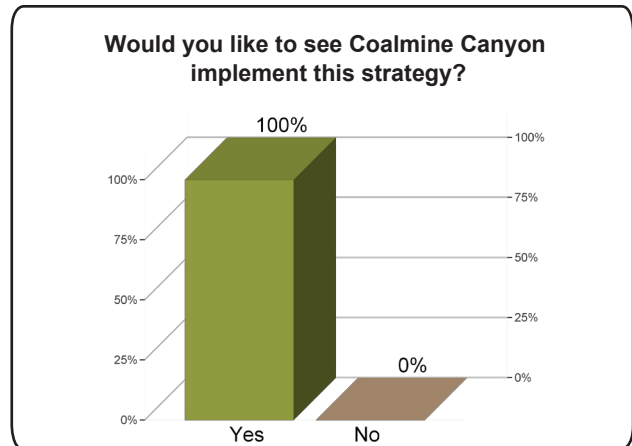
A community must then mobilize itself by first assessing the condition of the property, and then developing a specific action plan to remediate the environmental problem.

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 Coalmine Canyon implement this strategy. The bar chart shows the community response.



Findings from the Key Success Factor Analysis

The Environmental Restoration strategy scored the sixth highest opportunity for successful implementation. Local government support at Coalmine Canyon was identified as a major comparative advantage; however, access to large-scale capital is a challenge. The Steering Committee recognized several local brownfield sites, indicating that there are potential projects that could be implemented right away through participation in the Navajo Thaw Implementation Plan.

KEY SUCCESS FACTOR

SCORE

Local government support	4
Strong state and/or federal legislative delegation	4
Availability of brownfield sites	3
Capable, experienced economic development professionals	0
Access to large-scale capital	0

Key Success Factor Report - Environmental Restoration

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

The Promise Kept

Coalmine Canyon will capitalize upon the uranium cleanup in order to improve the environment and create local jobs.



Health Care Expansion

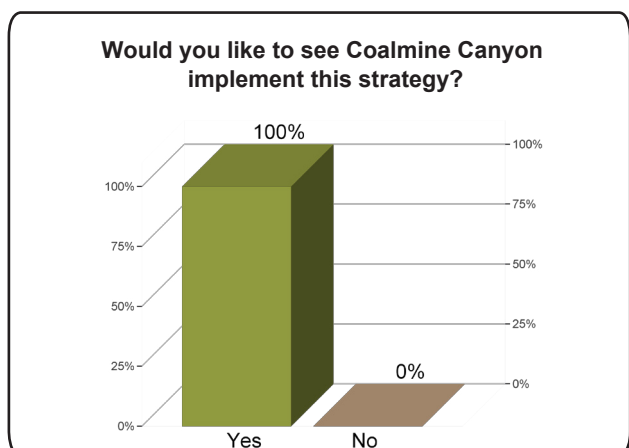
CATEGORY: Community Development	RANK: 2	SCORE: 75
JOB: 5	LIVABILITY: 7	COMPLEXITY: 6

Objectives of Strategy Implementation

With more and more of the younger population moving away due to work and school, there is a growing need for senior independent living. The population they wish to focus on are those who would like to have their “own place” without being in the middle of nowhere. The community would like to see an independent living senior housing project that is like the design of the public housing project in Tolani Lake Chapter except in the shape of hogans. This would allow for small independent dwellings that are related to their culture while offering a communal aspect as well. The concept would be clusters of four hogans connected by common walls and with a center open space to be a shared communal courtyard that serves as a back patio.

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 Coalmine Canyon implement this strategy. The bar chart below 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

The Health Care Expansion strategy scored the second highest of the 24. The three major comparative advantages for this strategy at Coalmine Canyon include: a financially sound existing health care facility, the prospect of an expanded geographic market for health care, and the availability of local high-skilled labor.

The Steering Committee scored existing excellence in local health care a '0'. In other words, there is the belief that health care can be improved and made more readily available, and that those improvements to Health Care are needed by the current local population. Like other strategies, one challenge to implementing Health Care Expansion comes from an insufficient dedicated marketing budget at the local level.

KEY SUCCESS FACTOR

SCORE

Financially sound existing health care facility	4
Prospect of an expanded geographic market for health care	4
Local, available, high-skill labor pool	4
Competent, strategic-minded hospital and health-care executives	3
Strong community support	3
Local, available, low-skill labor pool	3
Sufficient marketing, promotion, or public relations budget	0
Existing excellence in local health care	0

Key Success Factor Report - Health Care Expansion

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Financially sound existing health care facility Prospect of an expanded geographic market for health care Local, available, high-skill labor pool	Competent, strategic-minded hospital and health-care executives Strong community support Local, available, low-skill labor pool
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	Sufficient marketing, promotion, or public relations budget Existing excellence in local health care

The Promise Kept

A new independent living senior housing project will serve to implement the Health Care Expansion strategy.



Infrastructure Development

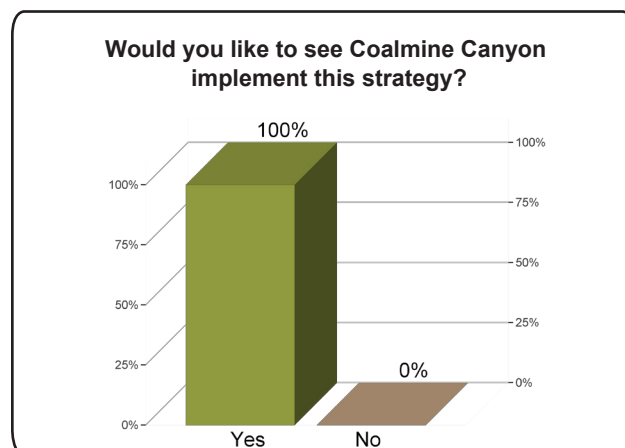
CATEGORY: Other	RANK: 9	SCORE: 44
JOB: 2	LIVABILITY: 4	COMPLEXITY: 3

Objectives of Strategy Implementation

Access and emergency use for the community from the Chapter House south towards Sands Springs on Indian Route 6720 is limited at best most of the year and is not even passable several times a year. This route crosses into the Hopi Boundary and so there are jurisdictional challenges for the maintenance of this road. There is a belief that since the road serves primarily Navajo families that the Hopi tribe neglects maintaining portions of this route. This was once a main thoroughfare connecting multiple communities. However, the dirt road is barely usable in many places much of the time. The community calls for this road to be a paved road to Sand Springs and on to Leupp Chapter and that the road be moved onto the Navajo side to avoid jurisdictional complications.

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 Coalmine Canyon implement this strategy. The bar chart below shows the community response.



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.

Findings from the Key Success Factor Analysis

Infrastructure Development placed ninth with two of the four factors for successful implementation being positive. Comparative advantages include: a team approach to infrastructure finance and community support for needed infrastructure rate increases. This is perceived as the community's ability to work together on this strategy.

KEY SUCCESS FACTOR	SCORE
Team approach to infrastructure finance	4
Community support for needed infrastructure rate increases	3
Accurate, long-term analysis of infrastructure needs and costs	0
Access to long-term infrastructure loans and grants	0

The Coalmine Canyon Steering Committee sees two challenges as disadvantages. First, their ability to locally assess long-term infrastructure projects accurately; and, second, the Chapter's access to long-term infrastructure loans and grants. Despite these challenges, there is a strong belief in Coalmine Canyon that the capacity for the latter will certainly be boosted by the efforts of the NTIP should this strategy be implemented.

Key Success Factor Report - Infrastructure Development

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

The Promise Kept

Indian Route 6720 will finally be designed, built and maintained as a result of this Infrastructure Development strategy.



Leading-edge Development

CATEGORY: Sector-specific	RANK: 19	SCORE: 30
JOB: 6	LIVABILITY: 4	COMPLEXITY: 7

Objectives of Strategy Implementation

While Coalmine Canyon does have access to highspeed internet, they have a strong desire to have a fiber optic network brought in to bolster planned education and health care facilities capacities. It is perceived by many that this chapter has high capacity telecommunications services, however it has been the experience and opinion of the Steering Committee that the internet is intermittent at best. Despite two cell phone towers, even cell phones offer little to no service. The Steering Committee believes that not only can better services be provided but that also that the community should be a leading example for influential technology.

Instead of having two cell phone towers that cancel each other out, they want to see a local 5G network for Coalmine Chapter. Not only would several communities benefit from this, but travelers from Highway 89 to State Route 264 would also enjoy the connectivity while driving in desolate places.

Often in these communities' whole families rely on cell phones to connect to the internet instead of traditional computers, laptops or even tablets. By proving a better 5G network, the community improves communication, information sharing, as well as networking and planning.

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.

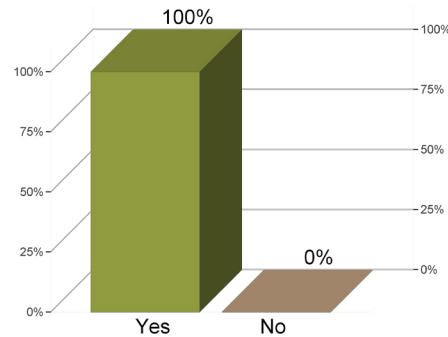
The Promise Kept

Coalmine Canyon will be a leader in the deployment and utilization of 5G telecommunications capacity.

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 Coalmine Canyon implement this strategy. The bar chart shows the community response.

Would you like to see Coalmine Canyon implement this strategy?



Findings from the Key Success Factor Analysis

Half of the eighteen factors that contribute to the successful implementation of this strategy score favorably. Of those nine advantages, five areas are found to be major comparative advantages. For Coalmine Canyon, these favorable factors for Leading Edge Development include: local support for post-secondary education and/or training program(s), support by Chapter officials, availability of land zoned for business prospects, proximity and access to markets, and a local high-skilled labor pool. Despite the above advantages, this strategy ranked nineteenth of the 25 strategies.

Comparative disadvantages include: a lack of a local entrepreneurial base, limited availability of urban services, lack of access to large-scale capital, no dedicated local financial resources for staffing recruiters, limited economic development professionals, inadequate telecommunications infrastructure, lack of scheduled air service, and lack of local buildings.

KEY SUCCESS FACTOR

SCORE

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

Key Success Factor Report - Leading-edge Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages <ul style="list-style-type: none"> Supportive post-secondary education training program Local government support Availability of land for business prospects Proximity and access to markets Local, available, high-skill labor pool 	Slight Comparative Advantages <ul style="list-style-type: none"> Ability to compete in a global market Cooperation of economic development staff and educational community Local, available, low-skill labor pool Availability of local infrastructure
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages <ul style="list-style-type: none"> Competitive recruitment incentives 	Major Comparative Disadvantages <ul style="list-style-type: none"> Sufficient local entrepreneurial base High availability of urban services Access to large-scale capital Dedicated local financial resources for staffing recruiters Capable, experienced economic development professionals Adequate telecommunications infrastructure Proximity to scheduled air service Availability of local buildings



Local/Regional Tourism

CATEGORY: Tourism	RANK: 23	SCORE: 8
JOBS: 3	LIVABILITY: 8	COMPLEXITY: 3

Objectives of Strategy Implementation

The Coalmine Canyon Steering Committee is passionate about sharing the natural beauty of their landscapes with others and believes that it could be lucrative to do so. They offer several areas that could be developed into featured attractions such as the rim of Coalmine Canyon, Ha Ho No Geh Canyon or Dinosaur Tracks. Coalmine Canyon could be simply an improved road that offers a scenic toll road or even guided tours. Dinosaur Tracks could feature a small park with outdoor vendors selling souvenirs rather than just another corporate gift shop. Both offer a two to four-hour experience that could be enjoyed by everyone from Flagstaff to Page.

The Steering Committee is also passionate about how the improvement of Indian Route 6720 could be a great benefit to local and regional tourism as it would connect the Leupp and Coalmine Canyon areas with easy access.

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 Coalmine Canyon implement this strategy. The bar chart shows the community response.

Strategy Summary

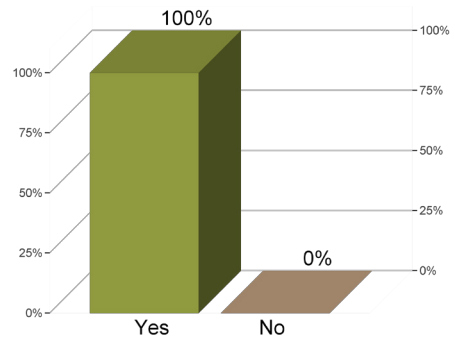
While most communities do not have a destination attraction in their backyard, they may have sufficient recreational or historical amenities that can draw visitors within a one-day drive and thus stimulate the local economy.

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.

Would you like to see Coalmine Canyon implement this strategy?



Findings from the Key Success Factor Analysis

The highest scoring factor for successful strategy implementation is Community Support. The three comparative disadvantages that need to be overcome include: lack of local recreational attractions and the lack of professional marketing and local funding.

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

Key Success Factor Report - Local/Regional Tourism

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

The Promise Kept

Dinosaur Tracks will be developed, promoted and operated as a high-quality visitor destination, capturing motorist traveling from the Grand Canyon to Monument Valley.



Pass-through Visitor Services

CATEGORY: Tourism	RANK: 18	SCORE: 31
JOB: 2	LIVABILITY: 7	COMPLEXITY: 1

Objectives of Strategy Implementation

With State Highways 160 and 264 bisecting the Coalmine Canyon Chapter, motorists are traveling to other visitor destinations, but still looking for authentic Native American Experiences leading to expenditures.

Coalmine Canyon would benefit by improved vending facilities and strategically placed signage in order to gain the attention of the traveling public.

This strategy could be implemented with the partnership of the other eight Navajo Thaw Region Chapters.

Coalmine Canyon has land readily available for industrial type use on their eastern boundary near Highway 89. This area is perceived to also be ideal for commercial use as well by providing Pass-through Visitor Services like fast food and gas stations for the travelers of Highway 89. This stretch of highway is heavily used with services sometimes 30 miles apart from one another. Recently, traffic has increased on Highway 89 as it is an integral route for out of town visitors but also for dozens of communities as well.

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 Coalmine Canyon implement this strategy. The bar chart shows the community response.

Strategy Summary

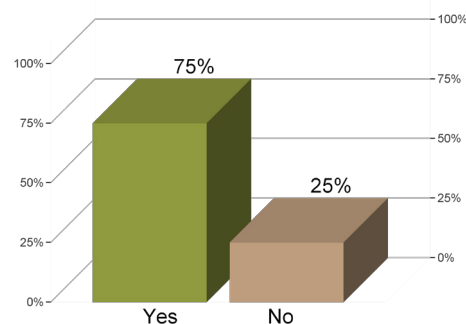
Depending on a community's proximity to major interstates, highways, scenic byways, and other significant travel routes, communities can enjoy the benefits of non-destination visitor expenditures.

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

Would you like to see Coalmine Canyon implement this strategy?



Findings from the Key Success Factor Analysis

Pass-through Visitor Services as a tourism strategy ranked eighteenth of 25. Again, Coalmine Canyon identifies a truly rare commodity in their workforce as they identify both low and high-skilled workers available locally. This is seen as a comparative advantage as any pass-through-visitor-services type of project will require everything from short term construction employment to a range of long-term sustainable employment; the community prefers to employ local community member whenever possible.

KEY SUCCESS FACTOR	SCORE
Local, available, high-skill labor pool	4
Local, available, low-skill labor pool	3
Proximity to travel routes	1
Local focus on revenues from visitors	0

Coalmine Canyon appreciates the access Highway 264 provides the Chapter. However, the “proximity to travel routes” factor scored poorly after the Steering Committee expressed many challenges with other local routes that are heavily relied on. Many of these road systems have been depended on for decades and there has always been the expectation that these roads, like Indian Route 6720, south towards Leupp would eventually be improved, but instead, appear delayed indefinitely. The Steering Committee firmly believes that the local community would benefit and that tourism commerce from areas like Twin Arrows would be more prone to make its way out to potential pass through visitor service enterprises in areas like Coalmine Canyon if these roads were improved.

Key Success Factor Report - Pass-through Visitor Services

STRENGTHS TO BUILD UPON	
Major Comparative Advantages <hr/> Local, available, high-skill labor pool	Slight Comparative Advantages <hr/> Local, available, low-skill labor pool
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages <hr/> Proximity to travel routes	Major Comparative Disadvantages <hr/> Local focus on revenues from visitors

The Promise Kept

Strategically placed vending facilities will support entrepreneurs as they sell their wares to passing motorists.



Value-added Agriculture

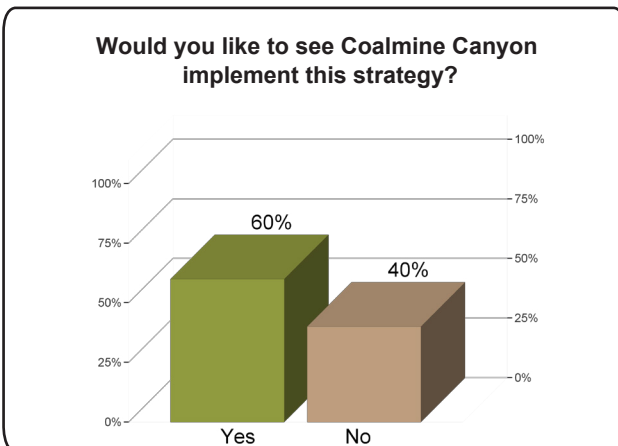
CATEGORY: Value-added	RANK: 17	SCORE: 31
JOB: 9	LIVABILITY: 2	COMPLEXITY: 9

Objectives of Strategy Implementation

Similar to the famous Navajo Beef Program, the Chapter wishes to implement a Range Management Plan specific to their boundaries. The feeling is that efforts are needed in order to sustainably produce any type of healthy livestock and/or crops while keeping the land as healthy as possible. With growing climate concerns there is a feeling that conservation efforts need to be initiated in regard to natural resources such as, but not limited to, animal care, water usage, sub-surface minerals and agriculture.

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 Coalmine Canyon implement this strategy. The bar chart shows the community response.



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

The implementation of a Range Management Plan will lead to the successful expansion of the Navajo Beef program.

Findings from the Key Success Factor Analysis

Six of the eleven Key Success Factors scored as comparative advantages for this strategy. Top factors include: the community's proximity and access to markets, availability of land for business prospects, and local availability of high-skilled laborers.

Despite several comparative advantages, the community is simply too far away from agricultural commodities such as staple crops and livestock. This distance serves as a disadvantage to implementation.

KEY SUCCESS FACTOR	SCORE
Proximity and access to markets	4
Availability of land for business prospects	4
Local, available, high-skill labor pool	4
Ability to understand industry trends and opportunities	3
Local, available, low-skill labor pool	3
Availability of local infrastructure	3
Excess water and sewer infrastructure capacity	1
Proximity to large volumes of agricultural commodities	0
Access to large-scale capital	0
Ability to successfully market materials	0
Availability of local buildings	0

Key Success Factor Report - Value-added Agriculture

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Proximity and access to markets Availability of land for business prospects Local, available, high-skill labor pool	Ability to understand industry trends and opportunities Local, available, low-skill labor pool Availability of local infrastructure
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
Excess water and sewer infrastructure capacity	Proximity to large volumes of agricultural commodities Access to large-scale capital Ability to successfully market materials Availability of local buildings

Section 3:

Quality-of-Life Initiatives

Quality-of-Life Initiatives

- Chapter House in Disrepair
- Community Urban Style Housing
- Range Management
- Relocation

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 Coalmine Canyon

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

Chapter House in Disrepair

Just fourteen years ago, a new Chapter House was built for the community through the Office of Navajo-Hopi Indian Relocation. It should have been the end of a long relocation process from the original Chapter location, just six miles east of what is known as Coalmine Mesa. This original site was established in the early 50s but had to be moved after 1974 due to the Navajo-Hopi Relocation Act. In 2004, this new building was built in what is now known as the Coalmine Canyon Subdivision. However, the structure that was built has recently been deemed unsafe and has been closed to any activity. It seems that due to expanding soils, several walls and the cement foundations have cracked and split. This leaves the functionality of the local governance at a severe disadvantage. A solution for this seems to be caught up in bureaucracy between the Navajo Nation and the Office of Navajo-Hopi Indian Relocation. Currently, Chapter officials and the general community come together to hold their meetings either in Tuba City or in a local greenhouse.

Community Urban Style Housing

Of utmost concern are the families that continue to live with several generations in one home as a result of being unable to build additional hogans and/or housing on their properties. Even after the Bennett Freeze policy was lifted, community members are still unable to get home site leases because the grazing permittees will not sign over the needed land. This is why the community wants to see more safe and reliable housing made available for their family members. It is the committee’s opinion that youth would like to see apartment and condo style housing. It was expressed how this could even be second-floor apartments over street level businesses.

Range Management

Similar to the famous Navajo Beef Program, the Chapter wishes to implement a Range Management Plan specific to their boundaries. The feeling is that efforts are needed in order to sustainably produce any type of healthy livestock and/or crops while keeping the land as healthy as possible. With growing climate concerns there is a feeling that conservation efforts need to be initiated in regard to natural resources such as, but not limited to, animal care, water usage, sub-surface minerals and agriculture.

Relocation

A few years after the Relocation Law passed in 1974, Public Law 93-531, a resistance movement started. The intentions of this resistance movement were to get needed services to their people. Services were made difficult to access due to this new relocation law. To exacerbate the situation, many families were then limited to no-development due to the Bennett Freeze policies. Additionally, there was a separate prior land dispute regarding an area known as District 6 which caused several Navajo families to move. So, the Relocation Act of 1974 was really seen as a second relocation effort.

Many of these advocates did everything they could to get the needed improvements to their community. Activists from Coalmine Canyon flooded offices to repeal the laws, and even traveled to Congress to plead their case. Those efforts were largely ignored, and to this day, many of those issues are still pending as a result of this quagmire of bureaucratic policies. Now, few of these elders are still living because this all started when they were in their 40s and 50s, and that was 45 years ago.

On November 20th, 2019 at the Coalmine Canyon Plan Week work session, one of those advocates participated in the Steering Committee. To this day her effort continues to seek the infrastructure that is so desperately needed for her people at Coalmine Canyon Chapter.

In short, the community desires to see the various issues with relocation resolved. The Coalmine Canyon Chapter believes this to be a topic that could be addressed regionally in the Western Agency, not just locally for this one community. There is also the hope to develop a regional “former-testifiers committee,” made up of those who have advocated for these efforts in the past and who could advocate for these needs today at a regional level as part of the Navajo Thaw Implementation Plan efforts.

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.

Coalmine Mesa Chapter

Tribal Subdivision in: [United States](#)

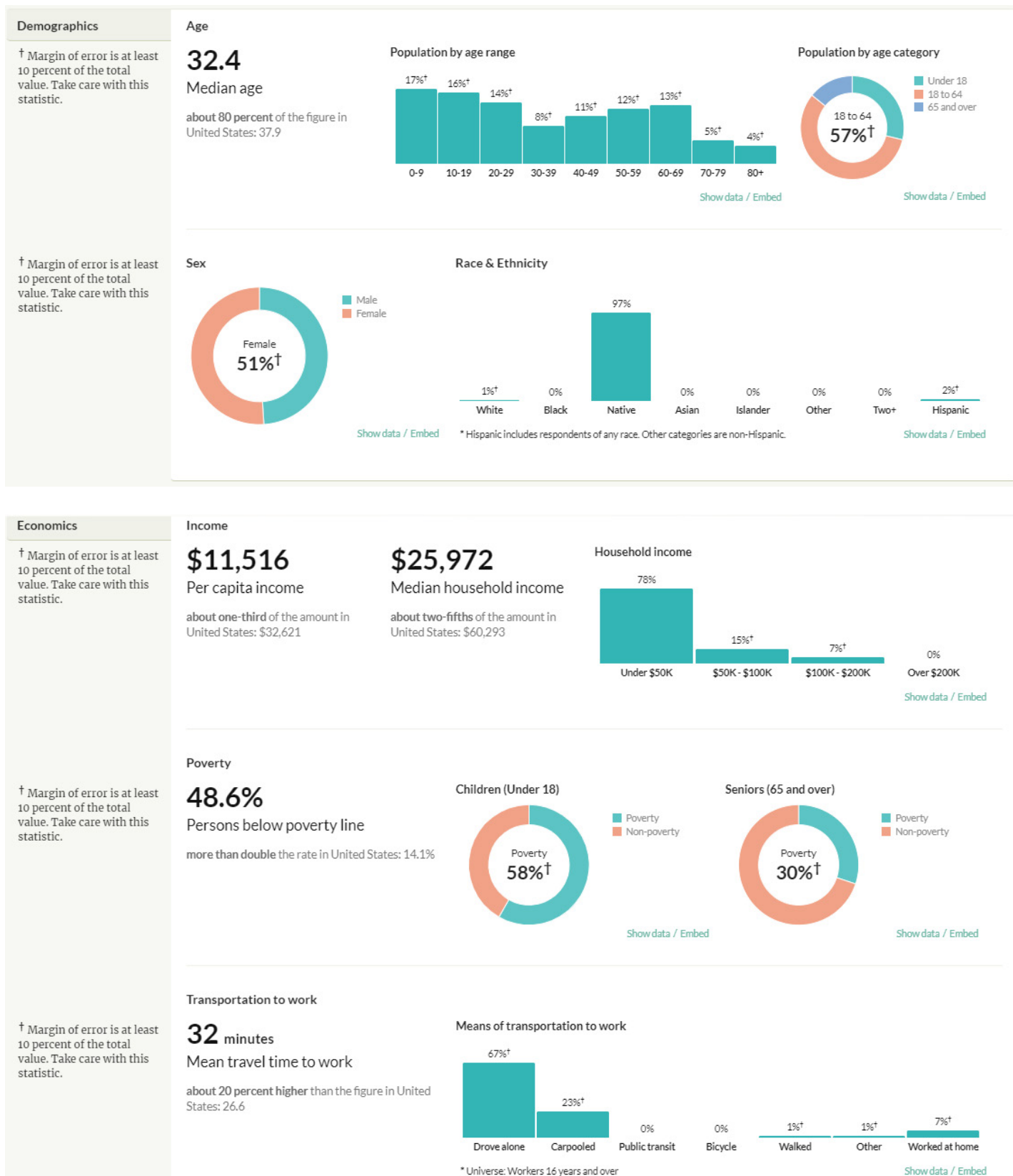
584

Population

612.5 square miles

1 people per square mile

Census data: ACS 2018 5-year unless noted



Families

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

Households**167**

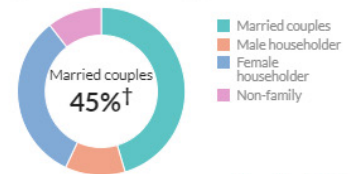
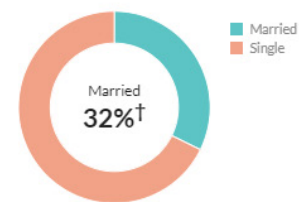
Number of households

United States: 119,730,128

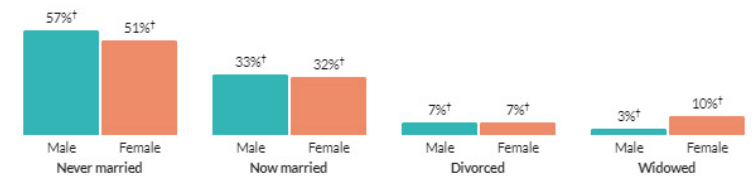
3.5

Persons per household

about 1.3 times the figure in United States: 2.6

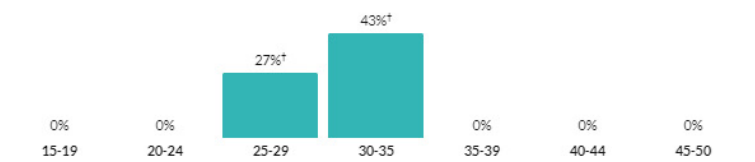
Population by household type[Show data / Embed](#)**Marital status**

* Universe: Population 15 years and over

[Show data / Embed](#)**Marital status, by sex**[Show data / Embed](#)**Fertility****8.6%**

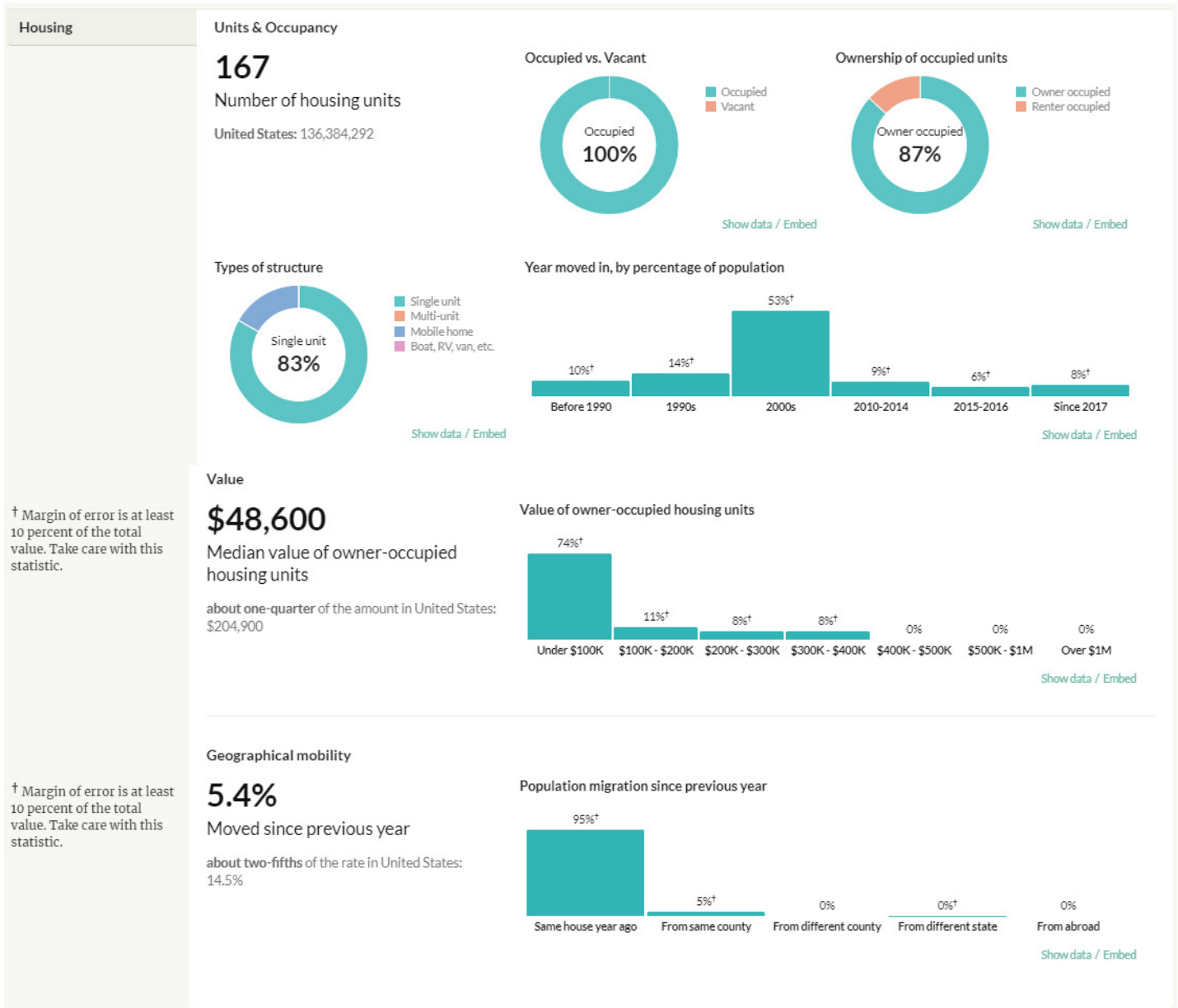
Women 15-50 who gave birth during past year

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](#)



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**77.8%**

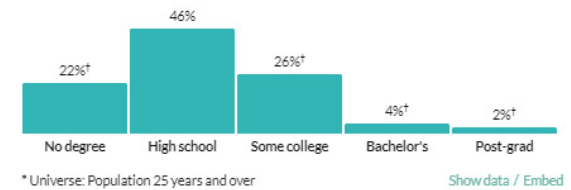
High school grad or higher

about 90 percent of the rate in United States: 87.7%

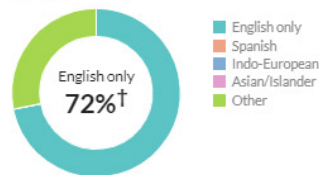
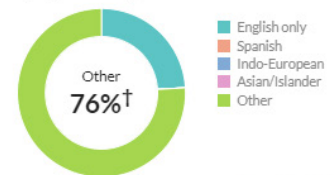
6.4%

Bachelor's degree or higher

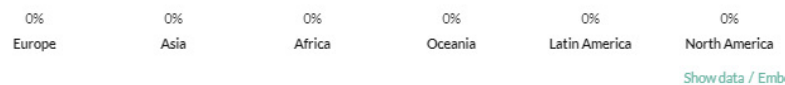
about one-fifth of the rate in United States: 31.5%

Population by minimum level of education**Language****N/A**

Persons with language other than English spoken at home

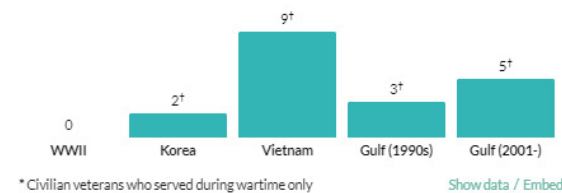
Language at home, children 5-17**Language at home, adults 18+****Place of birth****N/A**

Foreign-born population

Place of birth for foreign-born population**Veteran status****4.8%**

Population with veteran status

about two-thirds of the rate in United States: 7.5%

Veterans by wartime service**20** Total veterans**18** Male**2** 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	\$93,924	36.9%
Company Stipends	\$27,991	11.0%
General Liability	\$271	0.1%
Personnel	\$90,369	35.5%
Special Revenue	\$40,934	16.1%
Workers Compensation	\$544	0.2%
Workers Compensation Chapter Offices	\$336	0.1%
TOTAL:	\$254,369	100%

Section 6:

Capital Improvement Plan (CIP)

CIP Review and Status

Coalmine Canyon CLUP 2007 Review

On January 11, 2017, the Resources and Development Committee of the 23rd Navajo Nation Council unanimously approved the update of the Coalmine Canyon Chapter Community Based Land-Use Plan.

The update of the CLUP was a collaborative approach, making tremendous use of the Summer Youth Program Employees. 12 of these youth worked under the leadership of the Chapter officials and the Community Land Use Planning Committee in order to generate the 113-page document.

The document has a Mission Statement “to provide a local land use guide for community growth and development so that families and business establishments can live in harmony with the natural, cultural and social characteristics of the surroundings within a sustainable economically progressive environment.”

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.

Coalmine Canyon Chapter Capital Improvement Plan Priorities	
Project Name	Description/Location
1. Chapter Facility Repair/Replacement	To repair or replace the Coalmine Canyon Chapter facility due to structure deterioration.
2. Pave and Reroute Indian Route N6720	To pave and reroute N6720 to be on Navajo Reservation to serve as access route for emergency and community use
3. Powerline Extension/Alternative Wind/Solar Power	To serve families residing within Coalmine Canyon
4. Law Enforcement/Public Safety Facilities	Development of Police Substation & Fire Station at Site A (414 acres). Construction of Police Academy Training Center and Rifle Range at Site C (Commercial Site-Rifle Range)
5. Housing Development	Coalmine Canyon
6. Outdoor Recreation Park	Site A: Playground, basketball courts, walking trail, picnic area and restroom
7. Residential Living Facility	Site A
8. Commercial/Industrial Infrastructure Development	Site A – 414 acres, Site B – Kerley Valley and Dinosaur Tracks and Site C – Rifle Range
9. Transfer Station	Site A
10. Multi-purpose Center	Site A

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Coalmine Canyon

Capital Project Description

Year Rank:

2020 - 1

Project Title:

P/D/C Coalmine Canyon Scattered Pwrln

Contact Name:

Kristen Charley

Project description:

To plan, design and construct Powerline for 33 families. 14.26 miles along State Highway 264 East, which was formally affected by the Bennett Freeze. The proposed project will meet a substantial long-term community development need by providing electrical services to the Coalmine Canyon Chapter and enhance potential for future growth. It is critical for the general wellbeing, health, safety educational opportunities of the community that they access electrical power and modern conveniences.

2021 - 2026

Project ID:

PDCC CSP51103-000900

Contact Phone:

928/283-3340

Contact Email:

kristy-82@hotmail.com

Statement of Need: Although the freeze has been lifted, those outside of the community resettlement tract are frustrated by the lack of amenities made available to those choosing to reside on their ancestral land. Congressional Legislation imposed development freeze and litigation restricted residents from enjoying even the most basic amenities afforded to people living within the Navajo Nation.

Project Location: Scattered Locations

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	CDBG	\$0	Yes		
Navajo Nation	NN CIP General Funds		No		
Federal	Grants		No		

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$18,716,300		\$0	\$0	\$0	\$0	\$18,716,300
Planning / Pre design	No		\$0		\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0		\$0	\$0	\$0	\$0	\$0
Construction	No		\$90,831,000		\$0	\$0	\$0	\$0	\$90,831,000
Other	No		\$0		\$0	\$0	\$0	\$0	\$0
Total			\$109,547,300		\$0	\$0	\$0	\$0	\$109,547,300

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

Coalmine Canyon

Capital Project Description

Year Rank:2020 - 2

Project Title:Coalmine Canyon Community Water/Sewer Phase II w/Booster Station

Contact Name:Kristen Charley

Project description:The Coalmine Canyon Chapter community has been heavily impacted by legislation that prohibited development of the community for more than 45 years. Imposed land freezes and land litigations restricted residents from enjoying even the most basic amenities afforded to people living within the nation. All families that chose to remain on their ancestral lands are in need of assistance to develop infrastructure throughout the community. In order to be served by the community water system, a booster station needs to be installed to provide water to 5 families.

Statement of Need:The Coalmine Canyon Chapter's objective in this particular project is to improve health, sanitation and overall enhancement of the quality of life for 9 families who are in dire need of waterline extension. Furthermore, through the successful and timely completion of this project, the local government will exemplify the ability to work with various agencies in meeting community needs. Limited areas of the community are served by public water system. It is the intent of the project to provide families access to water whereby increasing the probability of improving the general health and well-being of the community members.

Project Location:Coalmine Canyon Chapter

2021 - 2026

Project ID:CCCWSPWBS51103-000158

Contact Phone:928-283-3440

Contact Email:kristy-82@hotmail.com

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		
Federal	CDBG		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		\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
Planning / Pre design	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$380,000	\$380,000	\$0	\$0	\$0	\$0	\$760,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$580,000	\$380,000	\$0	\$0	\$0	\$0	\$960,000

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

Coalmine Canyon

Capital Project Description

Year Rank:2020 - 3

Project Title:Water Distribution from Cameron to Coalmine

Contact Name:Marian Bowman

Project description:Waterline extension from Cameron to Coalmine

Statement of Need:To provide safe drinking water for families residing in Laying Calf, Goldsprings

Project Location:Coalmine Canyon Chapter

2021 - 2026

Contact Phone:(928) 205-5834

Project ID:WDFCTC51103-002209

Contact Email:marian.bowman@navajochapter
s.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	IHS	\$0	No	\$0	\$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	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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

Coalmine Canyon

Capital Project Description

Year Rank:2020 - 4

Project Title:Land Line Phone

Contact Name:Marian Bowman

Project description:Install Chapter Land Line Phone

Statement of Need:Chapter has no communication lines.

Project Location:Coalmine Canyon

2021 - 2026

Project ID:LLP51103-002189

Contact Phone:(928) 205-5834

Contact Email:marian.bowman@navajochapter
s.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	ONHIR	\$2,000,000	No		\$0
Navajo Nation	UUBF	\$2,000,000	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
Planning / Predesign	No		\$0		\$0	\$0		\$0	\$0
Architecture / Engineering	No		\$0		\$0	\$0		\$0	\$0
Construction	No		\$2,000,000		\$0	\$0		\$0	\$2,000,000
Other	No	\$0	\$0		\$0	\$0		\$0	\$0
Total		\$0	\$2,000,000		\$0	\$0		\$0	\$2,000,000

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
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Coalmine Canyon

Capital Project Description

Year Rank:

2020 - 5

Project Title:

Chapter Facility Audit and Repairs

Contact Name:

Marian Bowman

Project description:

Statement of Need:

Project Location:

Coalmine Canyon

Project ID:

CFAAR51103-002089

Contact Phone:

(928) 205-5834

Contact Email:

marian.bowman@navajochapters.org

Secured and Potential Funding Budget

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
Planning / PreDesign	No		\$120,000						\$120,000
Architecture / Engineering	No		\$100,000						\$100,000
Construction	No		\$533,333						\$533,333
Other	No								\$0
Total			\$753,333						\$753,333

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
Operating Revenues							\$0
Total							\$0

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Coalmine Canyon

Capital Project Description

Year Rank: 2020 - 6 2021 - 2026 **Project ID:** KVEH51103-002241

Project Title: Kerley Valley Electrical Hookup

Contact Name: Marian Bowman **Contact Phone:** (928) 205-5834 **Contact Email:** marian.bowman@navajochapter.s.org

Project description: The Coalmine Canyon Chapter is developing a proposal for Power Dropline to serve (10) families residing in the Kerley Valley area.

Statement of Need: Coalmine Canyon Chapter has been impacted by both the Bennett Freeze Act of 1966 and the Navajo Hopi Land Settlement Act 1974 (PL93-531) which has prohibited improvement or development. This Executive Order has resulted in the on-going negative physiological, psychological and sociological impact of its community members and deprived the community members of electrical services, access to adequate shelter, safe drinking water and access to other essential basic services.

Project Location: Kerley Valley

Secured and Potential Funding Budget

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$500		\$0	\$0	\$0	\$0	\$500
Planning / Predesign	No	\$0	\$0		\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No	\$0	\$0		\$0	\$0	\$0	\$0	\$0
Construction	No	\$0	\$139,160		\$0	\$0	\$0	\$0	\$139,160
Other	No	\$0	\$0		\$0	\$0	\$0	\$0	\$0
Total		\$0	\$139,660		\$0	\$0	\$0	\$0	\$139,660

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

Coalmine Canyon

Capital Project Description

Year Rank:2022 - 7

Project Title:P/D/C Senior Assisted Living Home

Contact Name:Kristen Charley

Project description:Coalmine Canyon Chapter proposes to provide for all community membership, the regional elder population is in dire need of senior support services, such as nutrition, education, cultural activities, caregiver services, health services/education. The facility will include recreation area, administration offices, lounge, assembly room, full service kitchen and pantry.

Statement of Need:The Coalmine Canyon Chapter plans to provide a care facility for the regional elder population. The Navajo Census indicates that 25% population is over age 60 and currently has limited facilities within the Navajo Nation. Coalmine Canyon Chapter proposes to construct two six bedroom facilities to accommodate 10 patients per residential unit, with fulltime caretakers. Which will be constructed within the current NHRIC subdivision. TCRHCC will partner with Coalmine Canyon Chapter to manage and construct the facility, which will provide 24-7 care. While creating local jobs.

Project Location:Coalmine Canyon Chapter

2021 - 2026

Contact Phone:928-283-3440

Project ID:PDCSALH51103-000917

Contact Email:kristy-82@hotmail.com

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	Fed Grants		No		
Federal	IHS		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 / Predesign	No		\$0	\$0	\$120,000	\$0	\$0	\$0	\$120,000
Architecture / Engineering	No		\$0	\$0	\$80,000	\$0	\$0	\$0	\$80,000
Construction	No		\$0	\$0	\$800,000	\$0	\$0	\$0	\$800,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000

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

Coalmine Canyon

Capital Project Description

Year Rank:2022 - 9

Project Title:Pave N Route 6720

Contact Name:Marian Bowman

2021 - 2026

Contact Phone:(928) 205-5834

Project ID:PNR51103-002213

Contact Email:marian.bowman@navajochapter
s.org

Project description: To obtain ROW, plan, design, and/or reconstruct the surfacing, drainage, base course, hot mix asphalt 3", utility relocation, rock excavation of N Route 6720 Coalmine Canyon Leupp, AZ - approximately 20 miles. County Road N Route 6720 serves the Navajo Nation chapters of Coalmine Canyon to Leupp, Arizona. The portion of the road within the Coalmine Chapter Chapter is paved, the project is to chip seal the road in the Coalmine Canyon and Leupp Chapters. Phase I (Year 1-2) obtain ROW, planning, and/or design. Phase II (Year 3-4) construction including surfacing, drainage, base course, hot mix asphalt, utility relocation and/or rock excavation. Upon ROW completion construction will be done including reshaping, potential realignments, base course and/or chip sealing. Coalmine County Roads will own and maintain the road and will be the fiscal agent.

Statement of Need:
Project Location: N Route 6720

Secured and Potential Funding Budget

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	\$630,000	\$0	\$0	\$0	\$630,000
Planning / Predesign	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No	\$0	\$0	\$0	\$0	\$30,000,000	\$0	\$0	\$30,000,000
Other	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total		\$0	\$0	\$0	\$630,000	\$30,000,000	\$0	\$0	\$30,630,000

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

Coalmine Canyon

Capital Project Description

Year Rank:

2023 - 10

Project Title:

P/D/C Coalmine Canyon Cemetery

Contact Name:

Kristen Charley

Project description:

This request is to request for fencing materials to fence the proposed Coalmine Canyon Chapter cemetery and memorial site due to inappropriate use of the burial site where some of actual burial sites are located outside of the proposed 40 acre parcel; although, the public had been informed prior to chapter approval on the use of the site

The cemetery has no fencing of the proposed site, this has resulted in livestock trespassing onto individuals buried at the site. The chapter has the fencing materials from the modular building and about 150 post for fencing.

The cemetery has been neglected due to insufficient funds. There has been several community member's who have expressed their concerns about the livestock coming near family members buried at the site. The community is very traditional of livestock and death related matters. I have been trying to find alternative solutions to fencing off the cemetery. The chapter does lack funding for this project and seeking funding sources to assist.

2021 - 2026

Project ID:

PDCCCC51103-000899

Contact Phone:

928-283-3440

Contact Email:

kristy-82@hotmail.com

Statement of Need:

The proposed Cemetery and Memorial Site Project will meet long term community needs to the families in the community. The Coalmine Canyon community is expanding for a community that is rebuilding as a direct result from statutory land freeze. The resettlement community will provide accessible services.

As a result of Public Law 93-531, a ban on construction, renovation, and repair on the existing dwellings while the legal process ensued. This land freeze was unforeseen to last over thirty years to resolve the land litigation. As a direct result, the community families were caused a harsh hardship with economically, socially, politically and culturally.

In 1992, the statutory freeze was temporarily lifted for three years and reinstated in 1995. This resulted in families and individuals in a stagnate status with their residence, economic and political structures. Also in 1992, the Office of Navajo and Hopi Indian Relocation and Coalmine Mesa Chapter, in collaborative effort initiated a comprehensive resettlement and subdivision development when the Bennett Freeze was lifted. This comprehensive five-year plan, was initiated for the construction and infrastructure for a new community development for the community members of Coalmine Mesa (Coalmine Canyon).

Project Location:

TBD

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		

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	\$50,000	\$0	\$0	\$50,000
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	\$0	\$100,000	\$0	\$0	\$100,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$0	\$0	\$150,000	\$0	\$0	\$150,000

Annual Operating Budget: (Entity Responsibility)

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY

Capital Project Description								
	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	\$0
Operating Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Coalmine Canyon

Capital Project Description

Year Rank:	2023 - 11	2021 - 2026	Project ID:	HRR51103-000357	Contact Email:	kristy-82@hotmail.com
Project Title:	Home Renovation - Repairs					
Contact Name:	Kristen Charley	Contact Phone:	928-283-3440			

Project description:

The emphasis upon housing is essential for land use planning in any community. While all of the areas where Chapter activities take place are important, because residents' activities begin at their homes every day, it is especially important for housing areas in the Chapter to be in functional, safe, and pleasant locations with good access to the lands where other activities take place. The housing element promotes the addition of dwellings to ensure housing opportunities meet the desires of the community including quality, safe, affordable and decent housing. Efforts shall continue to be made to provide a mix of housing within subdivisions and scattered housing to allow people of all ages to enjoy living in the community.

Housing in the Chapter includes both scattered housing and subdivisions. Individual residential housing are located both on the high plateau and down in the Painted Desert Valley. Only those scattered residences located near the community tract along either side of Highway 264 and those located north of the Cameron bridge along either side of Highway 89 have electric and/or water. The remaining scattered housing in the Chapter lack utilities and in some cases in need of repair. The on-going Bennett Freeze affects renovations or upgrades to existing structures. Two new subdivisions,an NHA and the Relocation homes, were completed in 2002. The southern and southeastern portion of the community tract is designated as singleresidential housing. It is in this area the 60 new homes are situated. The NHA and the Office of Navajo Hopi Indian Relocation term these units as low to medium density at .45--.50 acre lots. Low density housing was installed to alleviate pressure from the exiting sewer system as well as future problems with auto and pedestrian traffic.

Statement of Need:

To designates two proposed housing areas. The first area is a 22.4-acre site located within the tract along the eastern boundary between the open space strip and the relocation homes. The site is suitable for development and there issufficient land for approximately 30 NHA lots within a 22-acre site. The other, at 15.8 acres, is located just outside of the southwestern part of the tract. Staff housing for a new educational facility was suggested for this site. The proposed housing sites are suggested to be of low to medium residential density to alleviate excess demand on the sewer system.

The area along Highway 264 is based upon an existing Navajo Nation Council resolution mentioned by the grazing officer. The resolution is not attached at this time. It is assumed the resolution does exist. The assumption was that the resolution specifies land designated for community development along primary arterial corridors at a distance of approximately 750 feet on both sides of rights-of-way fence line across the Navajo Naton.

Develop and maintain a pattern of residential land uses.

- Provide for a variety and balance of densities and opportunities for a mixture of different dwelling and tenure types.
- Provide adequate sites for the development of a wide range of housing types for all types of households.
- Develop consistent, streamlined regulations and procedures which maintain environmental quality, public health, and safety standards while minimizing the impact on the development of housing.
- Continue to develop the positive aspects of the rural character of the Chapter.

Project Location:

Coalmine - District 3-1

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 Local Government Improvement Funds		No		

Proposed Budget

Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
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INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY

Capital Project Description

Land	No				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Predesign	No				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	No				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	No				\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000	\$200,000	\$200,000
Total					\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000	\$200,000	\$200,000

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

Coalmine Canyon

Capital Project Description

Year Rank:

2023 - 12

2021 - 2026

Project ID:

ICCSS51103-000378

Project Title:

Install Coalmine Canyon Scetrd Solar Sys

Contact Name:

Kristen Charley

Contact Phone:

928-283-3440

Contact Email:

kristy-82@hotmail.com

Project description:

To plan, design and install solar power for sixty (60) or more families that have no electricity in their homes.

Statement of Need:

Due to the lack of electricity, basic amenities such as house lights, appliances, families lives under substandard conditions, the nearest electrical lines are 10 miles away with no homes in between to serve by NTUA. For the families in remote areas will not be feasible and Solor Panels would be the best alternative for the families.

Project Location: Scattered Locations

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	Grants		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 / Predesign	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0		\$0	\$0	\$0	\$0	\$0
Construction	No		\$0		\$0	\$0	\$0	\$300,000	\$300,000
Other	No			\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$0	\$0	\$0	\$0	\$300,000	\$300,000

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

Coalmine Canyon

Capital Project Description

Year Rank:2023 - 13

Project Title:P/D/C Commerical/Light Industrial Site

Contact Name:Kristen Charley

Project description:*****

Statement of Need:

Project Location:Coalmine Canyon Chapter Tract

2021 - 2026

Contact Phone:928-283-3440

Contact Email:kristy-82@hotmail.com

Project ID:PDCCCLIS51103-000902

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		No		
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	\$100,000	\$100,000
Planning / Predesign	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0		\$0	\$0	\$0	\$0	\$0
Construction	No		\$0		\$0	\$0	\$0	\$0	\$0
Other	No		\$0		\$0	\$0	\$0	\$0	\$0
Total			\$0	\$0	\$0	\$0	\$0	\$100,000	\$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	\$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)

Coalmine Canyon CLUP 2007 Review

On January 11, 2017, the Resources and Development Committee of the 23rd Navajo Nation Council unanimously approved the update of the Coalmine Canyon Chapter Community Based Land-Use Plan.

The update of the CLUP was a collaborative approach, making tremendous use of the Summer Youth Program Employees. 12 of these youth worked under the leadership of the Chapter officials and the Community Land Use Planning Committee in order to generate the 113-page document.

The document has a Mission Statement *“to provide a local land use guide for community growth and development so that families and business establishments can live in harmony with the natural, cultural and social characteristics of the surroundings within a sustainable economically progressive environment.”*

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

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.

Section 9:

Housing Escrow Funds

Housing Escrow Funds

Housing Escrow Funds

On July 25, 2013, the Navajo-Hopi Land Commission unanimously passed resolution NHL CJY-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.

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.

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, NHLC 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
Leupp	0.03	1472	44.16	0.03	\$108,204.24
Tolani Lake	0.49	694	340.06	0.06	\$216,408.48
Tonalea	0.28	1536	430.08	0.08	\$288,544.64
TOTAL			4,956.49		\$3,606,808.00

Coalmine Canyon Housing Escrow Fund

The Coalmine Canyon Chapter has been allocated \$613,157.36 for housing improvements throughout the Chapter through the NHLCO Housing Escrow Fund.

Like other Chapters, Coalmine Canyon is required to utilize these funds for materials. As such, none of the funding can be used for labor without future approval from the NHLC.

None of the funds designated for the Coalmine Canyon Chapter have been sent. Three of the existing homes have been identified as a priority for housing renovations. Three quotes have been received and a materials list has been generated. In addition, a total of 40 families have been identified to potentially benefit from the fund.

A total of 414 acres have been identified along the highway east of the Coalmine Canyon Chapter House. Although the land has been identified, there may be soil issues affecting future development opportunities.

Coalmine Canyon forecasts that there will be increased demand for housing on the Chapter. The primary reason for this is the lack of developable land at the Tuba City Chapter.

One additional issue impacting the future use of the HEF is liability insurance concerns.

Finally, there was mention made of the housing project being advanced by the Navajo Housing Authority. NHA has developed a project scope calling for five new housing construction projects per Chapter throughout the Navajo Thaw Region and four housing renovation projects. There has been concern expressed by Coalmine Canyon Chapter officials that the incorrect housing renovation projects were identified by NHA.

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.

Section 11:

Western Navajo Pipeline Project

Western Navajo Pipeline Project

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

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

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

Appendix A

Prioritized Strategy Report

STRATEGY	SCORE	WANT	STRATEGY GROUP
Education Development	93	100%	Community Development
Health Care Expansion	75	100%	Community Development
Logistics Centers	68	80%	Sector-specific
Business Retention and Expansion	66	100%	General Business
Business Cultivation	63	50%	General Business
Environmental Restoration	60	100%	Sector-specific
Attracting Funding	56	100%	Other
Cultural Tourism	46	80%	Tourism
Infrastructure Development	44	100%	Other
Energy Development	41	100%	Sector-specific
Business Recruitment	38	100%	General Business
Value-added Mining	38	20%	Value-added
Bedroom Community Development	38	100%	Community Development
Attracting Government Jobs	37	100%	Other
Value-added Fisheries	35	0%	Value-added
Entrepreneurial Development	33	100%	General Business
Value-added Agriculture	31	60%	Value-added
Pass-through Visitor Services	31	75%	Tourism
Leading-edge Development	30	100%	Sector-specific
Value-added Forest Products	27	20%	Value-added
Destination Tourism	23	80%	Tourism
Downtown Development	10	60%	Community Development
Local/Regional Tourism	8	100%	Tourism
Attracting Retirees	8	25%	Other
Attracting Lone Eagles	8	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, Coalmine Canyon 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, Coalmine Canyon’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 Coalmine Canyon’s vision—a palpable manifestation of its values and desires—while the strategies and initiatives which constitute the bulk of the plan define Coalmine Canyon’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 Coalmine Canyon, 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 Coalmine Canyon 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:** Phil Zahne - Serves as the liaison between Building Communities and Coalmine Canyon; 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 Coalmine Canyon 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 Coalmine Canyon:** 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 Coalmine Canyon'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 Coalmine Canyon'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

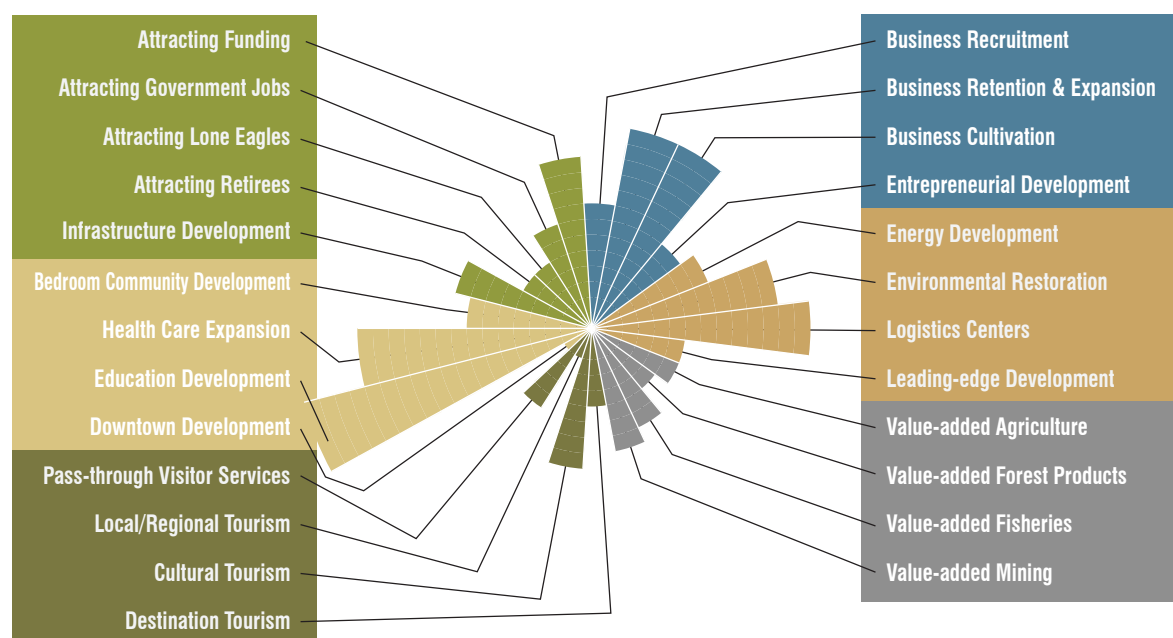
resources needed to generally engage in community and economic development activities, and considers such things as unity of vision, land-use policy, community attitude and organizational stability.

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 Coalmine Canyon 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 Coalmine Canyon’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 Coalmine Canyon’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 Coalmine Canyon.

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: Civic Condition Assessment

During Session Three of Plan Week, the Steering Committee completed the Civic Condition Assessment. Civic Condition is defined by Building Communities as the “quality and intent of a community’s civic discourse and interaction.” That is, what is the purpose of the community’s most engaged citizens as they discuss matters central to the community’s social and economic direction?

It is the overall civic condition and related capacity of the community that either contributes to—or compromises—the strategic planning and implementation process.

Steering Committee members considered 20 measures of civic condition, and utilized their electronic response cards (“clickers”) to identify one of four stages of civic condition for Coalmine Canyon: Apathy, Argumentative, Action or Alliance. They then received information on how to navigate the remainder of the planning and implementation process based upon their civic stage.

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 Coalmine Canyon?
- Do you believe that Coalmine Canyon 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.”

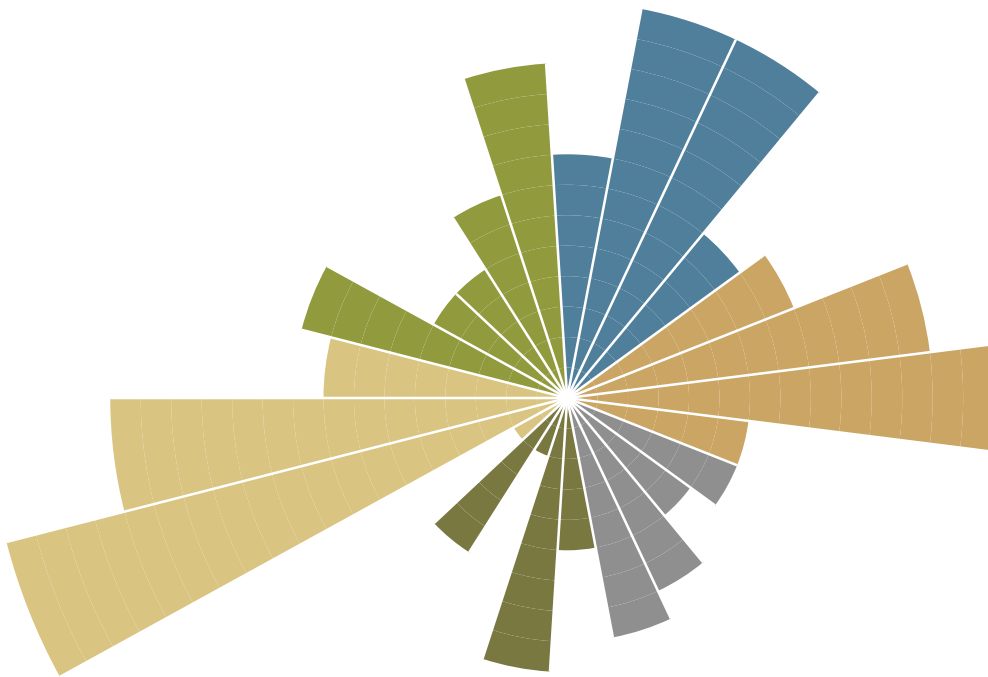
With these points in mind, during Session 6, each selected strategy and initiative was individually assigned to Steering Committee members or community organizations to act as “lead.” Committee members were then introduced to an online tool designed by Building Communities to help them identify *Essential 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 Coalmine Canyon 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 Coalmine Canyon 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.



Coalmine Canyon

Community Thumbprint™ by Building Communities, Inc.