

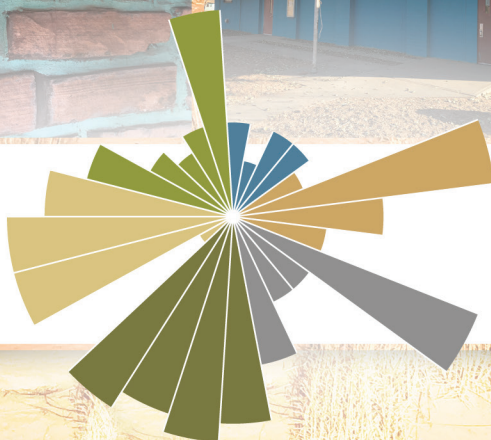
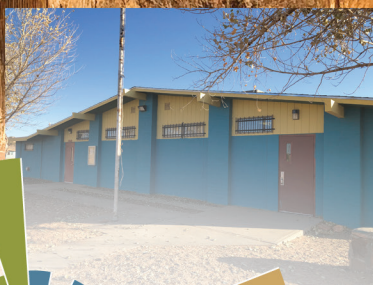
# B É É S H H A A G É É D

COPPERMINE CHAPTER

NAVAJO NATION

RECOVERY PLAN

JUNE 2020







## Dedication

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



# Coppermine Chapter Recovery Plan

June 2020



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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.”

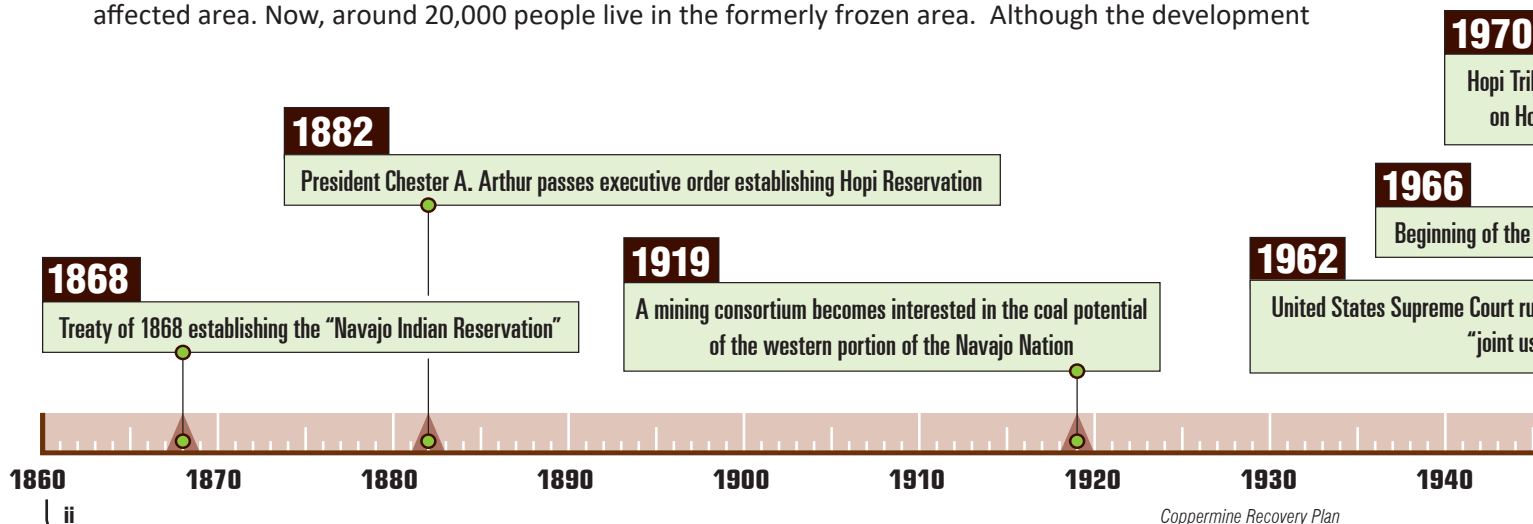
In 2005, Senator John McCain (R-Arizona) introduced Senate Bill 1003: Navajo-Hopi Land Settlements of 2005. The bill passed the Senate and included provisions such as amendments to the “Joint Use Area” established in 1880.

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





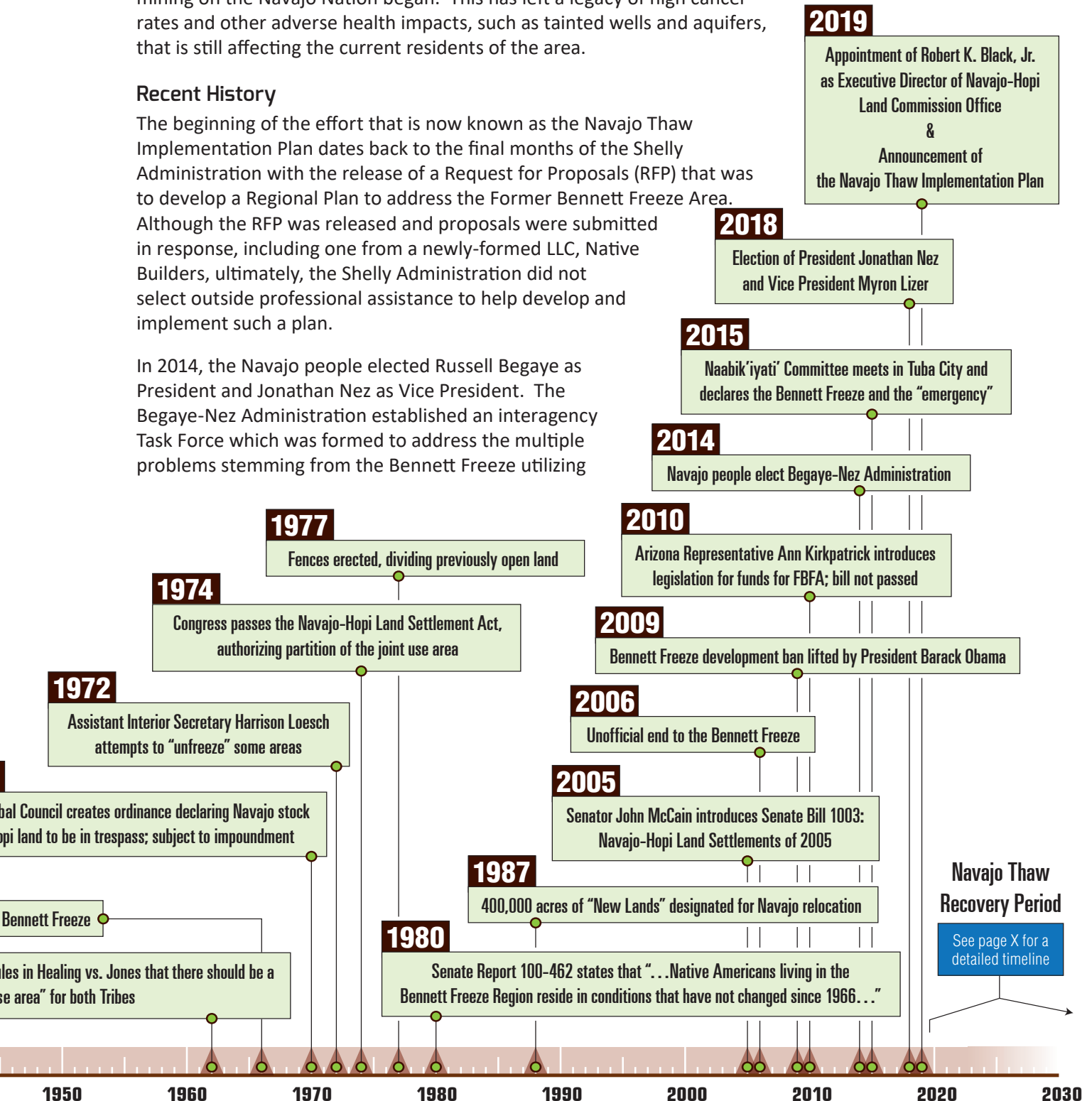
freeze has been lifted since 2009, people in the area continue to suffer. Only 24% of the houses in the area are habitable, almost 60% do not have electricity, and the majority do not have access to potable running water. The legacy of the Bennett Freeze still looms over the region and deeply affects 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.

**[coppermine.navajochapters.org](http://coppermine.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 committee
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 Dziil, this project is central to the skills and purpose of Native Builders. It is the intention of Native Builders and Building Communities to not only provide planning services, but also to assist the Nahata Dziil Commission Governance in order to conduct the long-term activities to implement the plan.



**Thomas Tso, President  
Native Builders LLC**



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

## Coppermine Chapter Navajo Thaw Implementation Plan Planning Participants

Coppermine Chapter Officials
<b>Allen Fowler, Jr.</b> <i>Chapter President</i>
<b>Lola A. Smith</b> <i>Vice President</i>
<b>Delores Dempsey</b> <i>Secretary/Treasurer</i>
<b>Stanley Fowler</b> <i>Grazing Committee Member</i>
Planning and Zoning Committee Members
<b>Wilford Lane</b>
<b>Roylentina Begay</b> <i>Housing Assessment Specialist</i>

Chapter Officials 2017-2021
<b>Sid Whitehair</b> <i>Chapter President</i>
<b>Lola A. Smith</b> <i>Vice President</i>
<b>Valerie Fowler</b> <i>Secretary/Treasurer</i>
<b>Calvin G. Begay</b> <i>Grazing/Land/Farm Board</i>

Steering Committee Members	
Wilford Lane	Fern Bigman-Green
Floyd Stevens	Mary Francis
Linda Long	Lola Smith
Regina Reid	Calvin G. Begay
Allen Fowler, Jr.	
Other Participants in the Planning Process	
Russell Williams	Conrad Barber
Viola Fowler	Lucinda DeJolie
Sallie Barber	Harry R. Begay
Lindsey Tisi	Jones Tsinnijinnie
Harold Begay	Betty Reid
Kobe Begay	Kyra Etsitty
Anna Nez	Cormick Benally



## 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 that Navajo Nation.

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

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

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



## ABOUT THE NAVAJO THAW

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

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

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

### A Commitment to Implement

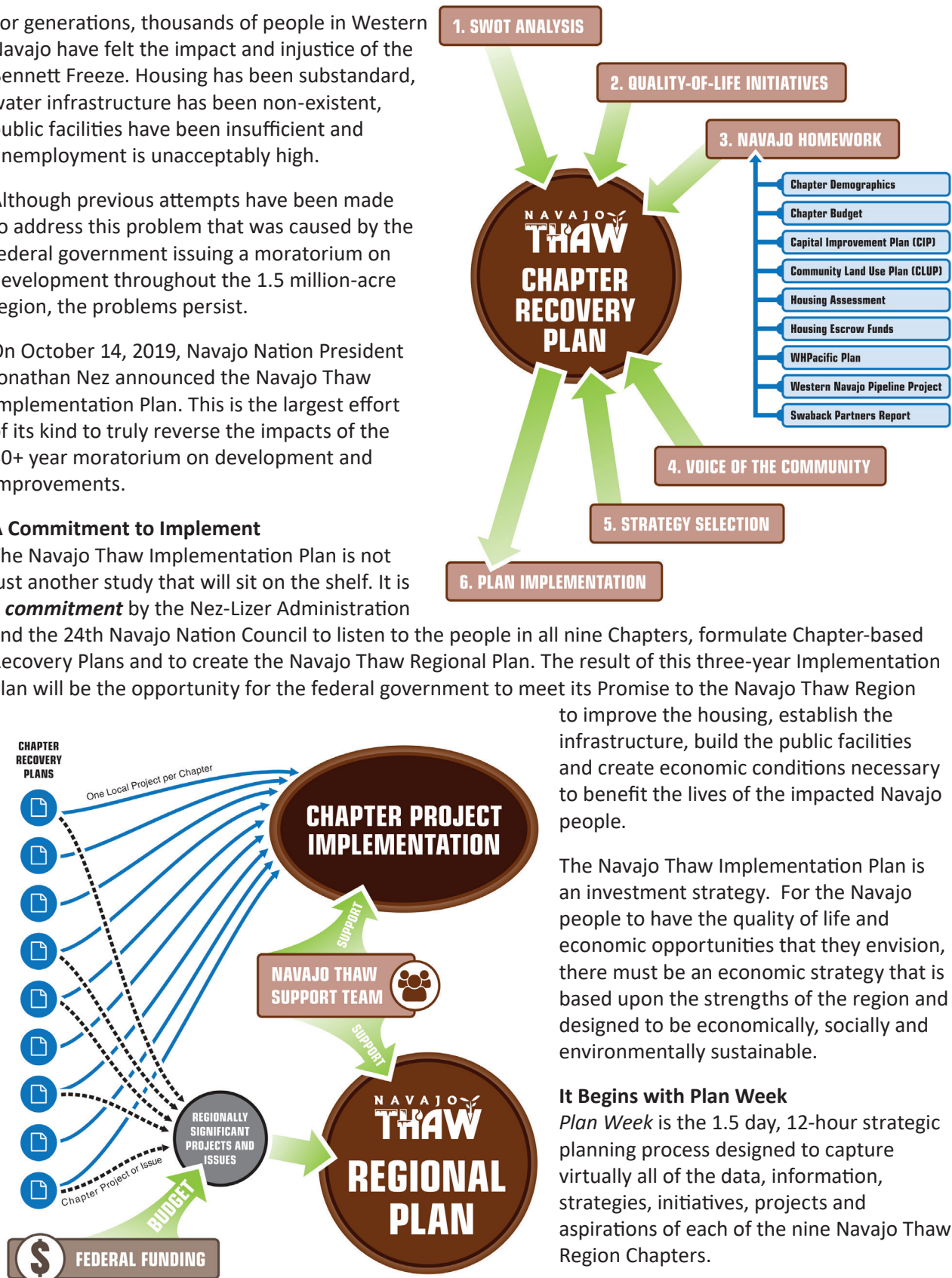
The Navajo Thaw Implementation Plan is not just another study that will sit on the shelf. It is a **commitment** by the Nez-Lizer Administration and the 24th Navajo Nation Council to listen to the people in all nine Chapters, formulate Chapter-based Recovery Plans and to create the Navajo Thaw Regional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

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

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

### It Begins with Plan Week

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



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

### Navajo Thaw Regional Plan

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

#### PROJECT SUPPORT TEAM



**Native Builders LLC**

**Thomas Tso, President**

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#### FUNDING AGENCIES



**Navajo Hopi Land Commission Office**

USDA Rural Development  
U.S. DEPARTMENT OF AGRICULTURE

Together, America Prospers

**USDA Rural Development**

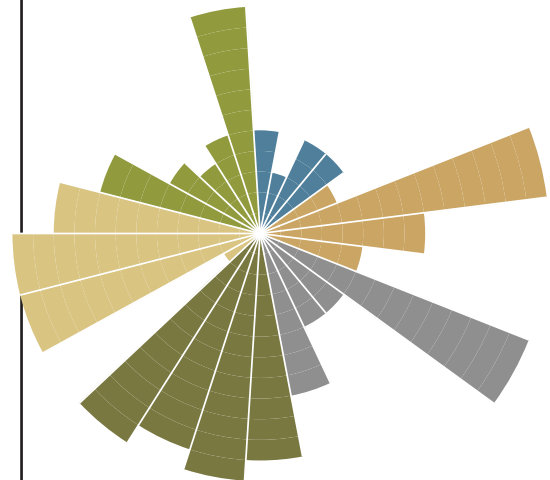
### Not “Cookie Cutter” Planning

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

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

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

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



# Coppermine 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 Coppermine Chapter Recovery Plan only makes mention of the name/word Bennett as a point of history and geography. The southern portion of the Coppermine Chapter is within the geographic boundary of the Bennett Freeze, and this plan is to give voice for those impacted by this period of time while presenting a plan for the benefit of the entire Chapter.

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 Coppermine Chapter.

## Scope and Timeframe of the Plan

The geographic scope for this plan is the Coppermine Chapter, and especially the portion of the Coppermine Chapter that is in the Former Bennett Freeze Area (now known as the Navajo Thaw Region). While this plan is designed to represent and benefit all of the Coppermine Chapter, it is also recognized that some of the resources that the plan may attract to benefit Coppermine will be applied only to the portion of the Chapter within the FBFA. The geographic limitation of such potential resources will be defined by the provider of such funding and assistance.

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 Coppermine 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 Updates 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 - Plan Review and Additional Content

During an April 20, 2020 teleconference, Chapter officials and staff provided feedback and additional content for the Coppermine Chapter Recovery Plan. The content below is intended to “add to” the strategies/initiatives/projects already identified in the plan.

### Top Projects for Clinic Masterplan Project

One of the top priorities for the Coppermine Chapter is the complete funding, construction and operation of the health care complex and residential area to be developed at the southern portion of the Chapter. During the April 2020 discussion, three elements of the project were highlighted as being “very high priority:”

- A 25-unit housing complex
- Senior living center (60 units)
- Laundromat and gas station

Chapter officials noted that while Le Chee does have a senior center, there are no similar facilities convenient for the people of the Coppermine Chapter.

Chapter officials do have a general idea of the elements of a master planning project including the health care center/staff quarters, the location for the grocery store and gas station, sewer infrastructure and a new cemetery.

Other priorities include the development of a fire hall/public safety building, improvements to broadband and improvements to N21 (to Kaibeto).

Yet another priority is the completion and certification of the Chapter Community Land Use Plan.

## May 11, 2020 - Project Update

A Coppermine Board member, CLUP member and member of the Staff attended a special meeting with Thomas Tso to review and finalize the Coppermine Chapter Recovery Plan. Approval of the Plan came with the notation of the top Priority Projects as follows:

1. Housing Project including 25 NHA Homes and 20 Scattered Homes
2. Senior Citizen Center
3. Economic Development Project including Convenience Store and Gas Station
4. Fire and Public Safety Building
5. Broadband Improvements
6. Road improvements including the N21 Road to Kaibeto and the 6226 to 6210 Road to Hwy 89 originating at the Chapter House (currently a bus route)



Section 1:

# Plan Week Results

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# Plan Week Results

## Overview

To gather the information from which to begin formulating Coppermine's strategic plan, the Steering Committee participated in a multi-session planning process called Plan Week, which is outlined in detail in Appendix B.

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

- Bennett Freeze Area-based Community Facility
- Bike Trails/Horseback Riding/Echo Cliffs and Big Cut Walking Trails
- Chapter Certification
- Chapter House Building
- Echo Cliffs Health Center
- Feral Horses
- Gas Station/Laundromat/Convenience Store
- Grazing and Range Management
- Housing
- Irrigated Agriculture Opportunity
- Local and Regional Tourism
- N-20 Rest Stop
- Nursing Home
- Post Office
- Public Safety/Fire Station/Police Facility and Services/Emergency Response
- Roads and Road Maintenance
- Rural Addressing
- Youth and Wellness Center

### Coppermine Plan Week

November 11-12

December 10

December 19

### Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Environmental Restoration	71	Sector-specific
Value-added Agriculture	69	Value-added
Cultural Tourism	62	Tourism
Health Care Expansion	61	Community Development
Pass-through Visitor Services	60	Tourism
Education Development	58	Community Development
Destination Tourism	56	Tourism
Local/Regional Tourism	55	Tourism
Attracting Funding	54	Other
Bedroom Community Development	49	Community Development
Logistics Centers	39	Sector-specific
Value-added Mining	38	Value-added
Infrastructure Development	38	Other
Business Cultivation	27	General Business
Attracting Government Jobs	27	Other
Value-added Forest Products	26	Value-added
Attracting Retirees	26	Other
Business Recruitment	25	General Business
Entrepreneurial Development	25	General Business
Value-added Fisheries	24	Value-added
Leading-edge Development	23	Sector-specific
Attracting Lone Eagles	21	Other
Energy Development	19	Sector-specific
Business Retention and Expansion	16	General Business
Downtown Development	10	Community Development

## Strategy Selection Process

The Coppermine 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 Coppermine'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 Coppermine 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 Coppermine, 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.

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.

### Enhanced Strategy Report

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

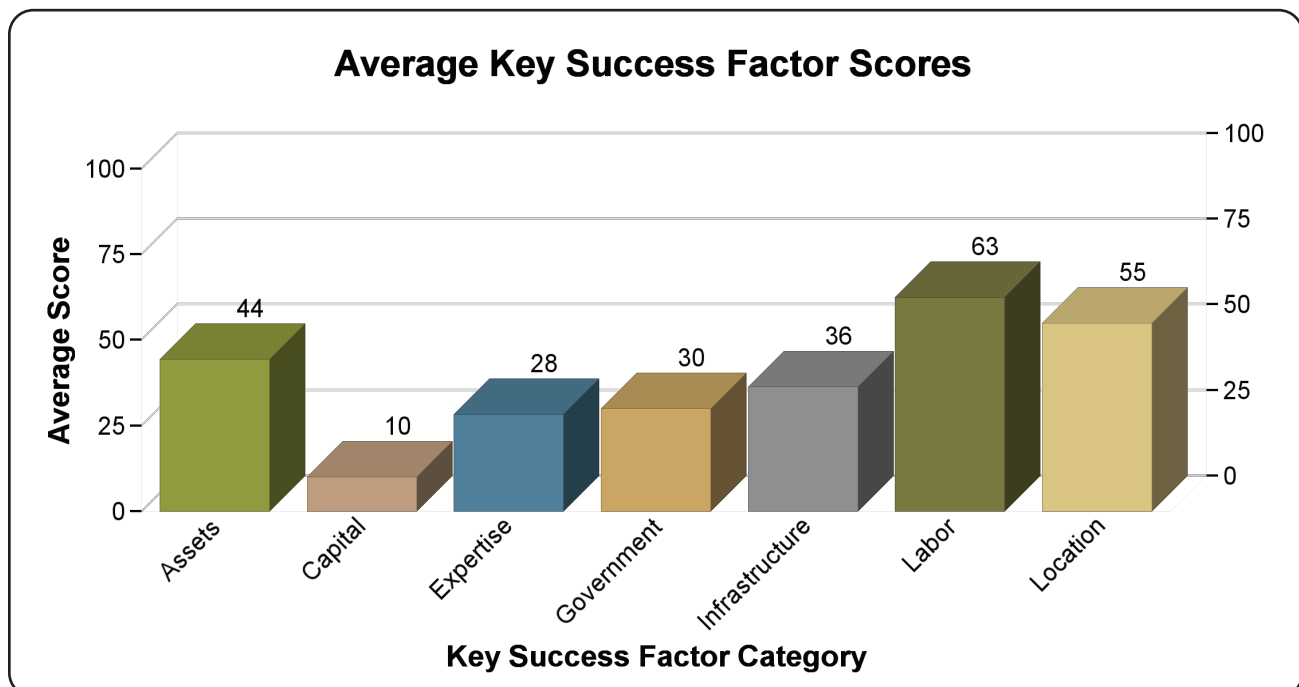
## SWOT Analysis

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.

Key Success Factor Categories		AVG SCORE
<b>Assets</b>	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	44
<b>Capital</b>	Business debt and equity funding as well as consistent funding for development organizations to succeed.	10
<b>Expertise</b>	The skills, connections and abilities of local professionals.	28
<b>Government</b>	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	30
<b>Infrastructure</b>	The land, buildings and infrastructure necessary to advance many of the business development strategies.	36
<b>Labor</b>	The labor force of a community.	63
<b>Location</b>	The relative proximity of the community to the marketplace.	55
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.



As shown in the table and the bar chart, scores in the key success factor categories range from a low of 10 to a high of 63. The lowest scoring categories, Capital and Expertise, underscore the need for Coppermine to

network with Navajo Nation resources and the Navajo Thaw Implementation Plan in order gain the funding and know-how to successfully advance projects. The score of '44' in the Assets Category reflects several high scoring factors and many low scoring factors. It is the Asset Category that may provide the greatest number of clues as to the ability to successfully advance economic development projects.

Scores in the Labor and Location Categories are relatively high reflecting the availability of labor and proximity to Page, Arizona.

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

Twelve of the 22 key success factors in the Assets Category score above average, with five of the factors receiving a top score. Of the factors receiving the top score, two relate to tourism development, one relates to agricultural development, and the other two support quality of life initiatives.

The large number of "positive" Assets offers Coppermine a variety of economic strategies to implement.

Conversely, there are 10 of the 22 factors that scored a '0.' These factors help Coppermine to "rule out" several of the strategies that are virtually impossible to successfully implement.



## Capital

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

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

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

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

The low scores in the Capital Category reflect the inability of the Coppermine Chapter to access funding to support both business development and government operations. Only one key success factor scored “average,” while the remainder scored below average.

The most notable low-scoring categories include the lack of local funding to promote business development activities, the lack of funding for local staffing to focus on community and economic development, and the lack of funding for business development.

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

Six of the 23 Expertise Category factors score above average, while fully 10 of the 23 factors are ranked as a '0' by the Coppermine Steering Committee (CSC).

Notable "positive" key success factors were related to the ability of the community to network to gain information to support business development activities, the leadership associated with the medical clinic project, and the ability to collaborate to receive funding for Chapter projects.

The fact that 16 of the 23 Expertise factors scored below average underscores the need for the Coppermine Chapter to positively engage with the Navajo Thaw Implementation Plan in order to successfully implement local projects and to participate at the regional level. While the Expertise Category factors scored low, the willingness of the Chapter to utilize outside expertise will help to overcome the challenges within this category.

## 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
Community acceptance of the visitor industry	3
Strong state and/or federal legislative delegation	3
Community support for needed infrastructure rate increases	2
Local pro-business climate	1
Projected growth in government budgets	1
Strong relations between economic development organization and local businesses	1
Support for attracting retirees	1
Support from local businesses	1
Local policies and ordinances supporting quality neighborhood development	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
Strong community support	0
Supportive state energy policies and incentives	0

Of the 15 Government Category key success factors, only three score above average and one scores at average.

Most notably, the positive key success factor relates to “local government support” for community and economic development. That is, there is a desire by Chapter leaders and civic volunteers to see the positive growth and development at Coppermine. The other two positive factors include support for the development of the visitor industry and the ability to coordinate with a strong leadership delegation at the Navajo Nation, state and federal levels.

Five of the 15 key success factors score at the lowest level. Of these factors, the most notable challenges relate to a lack of engagement by the community and a lack of focus on capturing expenditures from tourists as they pass by on N-20.

## Infrastructure

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

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

The four high-scoring factors in the Infrastructure Category provide a definite direction for the Coppermine Chapter as to the most viable economic development strategies.

The “availability of brownfield sites” references the Old Trading Post (OTP). The site of the Old Trading Post offers a commanding view to the scenic topography in all directions, especially toward the north. Redevelopment of the brownfield site offers Coppermine a distinct opportunity for advancement. All four of the high-scoring Infrastructure Category factors relate to the availability of land. This land can be developed for business development, education or commerce.

One of the more notable low-scoring factors relates to “proximity to transmission lines with excess capacity.” The Chapter, bisected by such transmission lines, would seem to be an ideal location for energy development given the closure of the Navajo Generating Station and the opportunity to reallocate the transmission line capacity to other sources of energy production. The Chapter, however, believes that such an opportunity is highly challenging, and that local benefits may not be received.

Low scoring factors relate to traditional infrastructure needs such as water, transportation, buildings, and telecommunications.

## Labor

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

Labor	
Local, available, low-skill labor pool	3
Local, available, high-skill labor pool	2

Similar to other Chapters in the Navajo Thaw Region and throughout the Navajo Nation, there is the belief that there is the availability of low-skill labor at the Coppermine Chapter. The Coppermine Steering Committee ranked the availability of “high-skill” labor as average.

## 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	
Prospect of an expanded geographic market for health care	4
Proximity to scheduled air service	3
Proximity and access to markets	2
Advantageous location for government or education expansion	1
Strategic location for distribution centers	1

Three of the Location Category factors scored at or above average. The most notable “positive” factor relates to the location of the Chapter for expanded health care offerings. This relates to the effort by the Coppermine Chapter to develop the health clinic near Gap.

The proximity of Coppermine to Page does offer a comparative advantage with respect to proximity to scheduled air service. This could be a positive factor for tourism development and business development opportunities.

The Coppermine Steering Committee believes that the Chapter is not ideally situated for the establishment of government or educational facilities. Many of these services can be accessed at Page or neighboring Chapters.

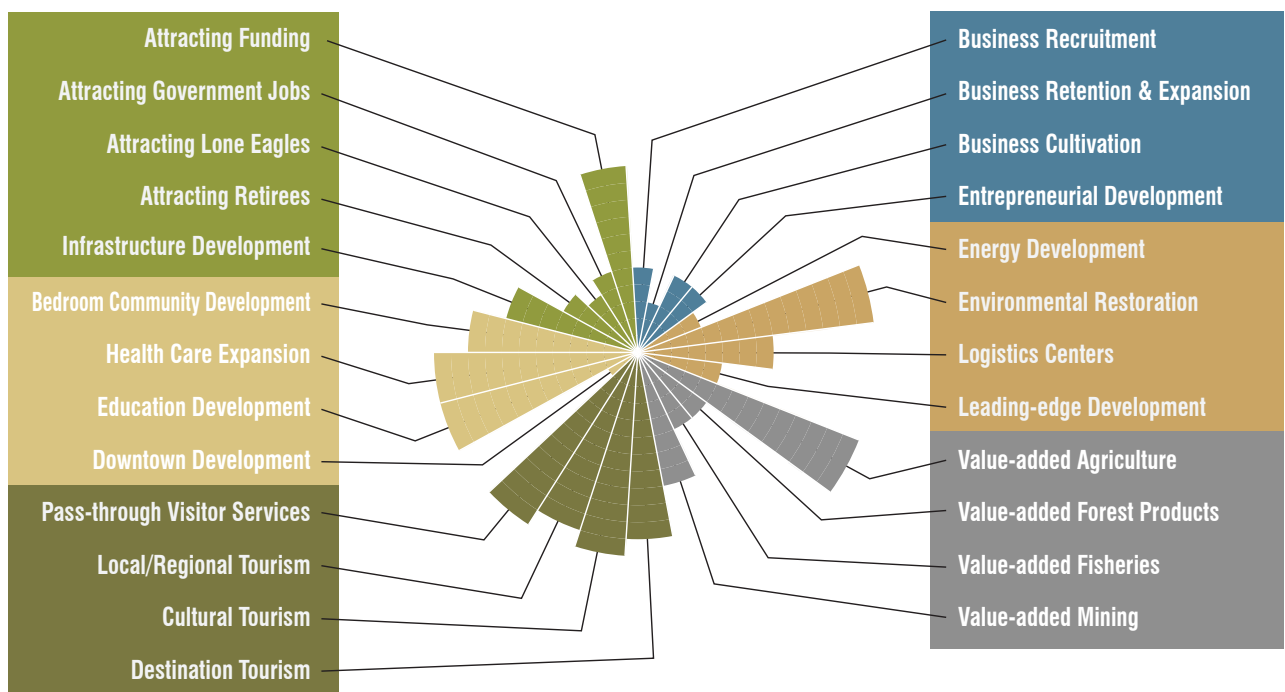


## Community Thumbprint™ Denoting Selected Strategies

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 that there are several relatively-high scoring Strategies with virtually all the same score (many of the spokes are the same length). All four of the Tourism Strategies perform relatively well, and three of the four Community Development Strategies score well. The graphic also illustrates how only one of the Value-Added Strategies, Agriculture, performs well.



## Section 2:

# Quality-of-Life Initiatives

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### Quality-of-Life Initiatives

- Bennett Freeze Area-based Community Facility
- Bike Trails/Horseback Riding/Echo Cliffs and Big Cut Walking Trails
- Chapter Certification
- Chapter House Building
- Echo Cliffs Health Center
- Feral Horses
- Gas Station/Laundromat/Convenience Store
- Grazing and Range Management
- Housing
- Irrigated Agriculture Opportunity
- Local and Regional Tourism
- N-20 Rest Stop
- Nursing Home
- Post Office
- Public Safety/Fire Station/Police Facility and Services/Emergency Response
- Roads and Road Maintenance
- Rural Addressing
- Youth and Wellness Center

### Quality-of-Life Background/Issues

- Chapter Revenue Sources
- Civic Engagement
- Community Cemetery
- Glen Canyon National Recreation Area Planning
- Greenhouse
- Renewable Energy Development Possibilities

## 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.

#### Coppermine Fast Facts

- There are 60 homes in the FBFA portion of the Coppermine Chapter
- Approximately 50% of the homes at the Coppermine Chapter have running water
- Because of a lack of services, the entire community makes a routine trip to Page for banking and mail and other services
- There are no businesses located on the Coppermine Chapter

### Coppermine Session

Twenty-three persons from the Bennett Freeze portion of the Coppermine Chapter attended a session on December 19, 2019 to focus upon the specific needs of the Bennett Freeze portion of the Chapter.

Attendance was remarkable given the time of the season (right before Christmas) and the remote nature of the area. Nonetheless, the strong attendance underscores the desire by the people within the Navajo Thaw Region to finally realize the promise that they have been offered for many years. In fact, many of the attendees mentioned that consultants had been parading through Coppermine for years collecting their information and paychecks and offering their reports. But, nothing has ever happened that actually benefitted the people. For this reason, the people created a long list of Quality-of-Life Initiatives that they expect action on.

### Quality-of-Life Actions Selected by Coppermine

Ultimately, Coppermine selected 19 *Quality-of-Life Initiatives* for implementation. Below is a brief description of each of these selected initiatives.

The people in the Bennett Freeze portion of the Coppermine Chapter identified many initiatives that will improve the quality of life of the area.

#### Bennett Freeze Area-based Community Facility

Other than the local church, there are no public buildings for community congregations, events or other activities. People living in the Bennett Freeze portion of the Coppermine Chapter feel socially isolated, and yet feel a need to connect with one another. A community center building would allow for quilting and sewing and the ability to teach one another how to cook and benefit from other quality of life activities.

### **Bike Trails/Horseback Riding/Echo Cliffs and Big Cut Walking Trails**

Although recreational trails development was not placed as a high priority by the people who live in the Bennett Freeze portion of the Coppermine Chapter, people in the northern portion of the Chapter strongly desire to see this type of trails development.

### **Chapter Certification**

The Coppermine Chapter has never been a certified Chapter, although there is currently a desire to become certified. The top current activity to become certified is an update of its Community Land Use Plan (CLUP). In addition, the Chapter continues to strive to improve its Five Management System operations.

There is some question as to whether or not Coppermine will continue to seek certified Chapter status. It is understood that the potential regionalization of the Navajo Chapters might eliminate the distinction between certified and uncertified Chapters.

### **Chapter House Building**

The Chapter House building, which was constructed in the 1950s, needs substantial upgrades or replacements in order to meet the public facility and services needs of the people at Coppermine Chapter.

### **Echo Cliffs Health Center**

Physically located on the Coppermine Chapter, the proposed Echo Cliffs

Health Center is making significant progress in the planning and funding stages. Phase 1, assessment documentation, is complete. Phase 2, on-the-ground feasibility study analysis is well underway. Project advocates are optimistic that the Phase 2 analysis will conclude that the site being studied will be approved. An alternate site location, if necessary, has been identified at Cedar Ridge.

The working name for the medical clinic is the Bodaway Gap Health Center. It is anticipated that the name of the facility might change to Echo Cliffs Health Center once it becomes operational. The next step for the project will be increased lobbying and advocacy for construction for the development of the health clinic. Some of the larger anticipated problems to resolve are the soil stability, power extension and sewage pond issues.

Various options are being considered for ownership and administration including a possible 638 contract.

It is estimated that the new clinic will employ 280 individuals. The project also includes housing development for employees.

### **Feral Horses**

Feral horses are coming into the Coppermine Chapter “from all directions.” Recently, over 200 horses were shipped out from the Chapter, but the problem still persists. The availability of water is a serious issue for horses. Feral horses tend to compete for the very limited vegetation that is necessary for the livestock industry.

### **Gas Station/Laundromat/Convenience Store**

People in the Bennett Freeze portion of the Coppermine Chapter are very distant from daily services and products that would be offered by a convenience store, gas station and laundromat. This would be the top form of business development sought by the Chapter.

### **Grazing and Range Management**

Years of drought combined with marginal land and soils has left the Navajo Thaw Region with poor grazing and forage conditions. The Coppermine Steering Committee would value the opportunity to be more proactive about rotational grazing and other practices that would heal the land and bring increased prices for livestock. One example would be the EQIP-funded project being coordinated in the Leupp area.

### **Housing**

For years, consultants and Navajo government representatives have stated that “if you will only participate in this planning session and/or fill out this particular form, your housing problems will be resolved.” Although this promise has been issued over and over again, there have been no coordinated efforts to improve housing in the Bennett Freeze portion of the Coppermine Chapter.

#### **Housing Design/Clan Pods**

People in the Bennett Freeze portion of the Chapter are familiar with the housing design concept of “Clan Pods.” These housing arrangements are family-centered, with multiple houses clustered in one area. The benefit of Clan Pods is that it facilitates the desire by Navajo families to live together, and yet is distinct from the type of clustered housing that tends to increase crime and other unwanted activities.

There is hope, given that the Chapter has demonstrated uncommon capacity to conduct its housing assessment and then translate those results into the utilization of the Housing Escrow Fund. More information on this is found in both the Housing Assessment and the Housing Escrow Fund sections of this Recovery Plan.

In addition to housing improvements, needed water infrastructure must be delivered to the area. Currently, people are utilizing livestock water troughs for human water consumption. This is a very unsatisfactory/short-term solution that has been in place now ever since the institution of the Bennett Freeze in 1966.

### **Irrigated Agriculture Opportunity**

Chapter officials believe there is an opportunity to develop an irrigated agriculture system which would allow alfalfa and other crops (corn and wheat) to be grown in large volumes on the Coppermine Chapter. Alfalfa grown at higher elevations (above 5000 feet above sea level) tends to generate higher value, quality and pricing. Historically, the Natural Resources Conservation Service (NRCS) examined the land at the Chapter and developed a conservation plan. It is believed that a pivot system with sprinklers may be the best way to irrigate the land at Coppermine. This would allow for large-scale commercial development and marketing.

### **Local and Regional Tourism**

Although Coppermine does not currently have an event, the top goal would be to “bring back” the First Windmill Rodeo which was coordinated by World War II veteran Byron Tsinigine. Tsinigine established the rodeo in 1945 with a 75-year lease for such operations. It is anticipated that the lease will probably expire next year. Mr. Tsinigine’s son has applied to renew the lease. Coppermine Chapter is very supportive of the proposed development and would like to see additional development in the neighboring area.

### **N-20 Rest Stop**

The Coppermine Chapter is very supportive of the development of a rest stop/rest area along N-20 between Gap and Page. This rest area could be combined with vending activity in order to support local artisans.

### **Nursing Home**

Coppermine residents desire to see the development and operations of a nursing home to facilitate the needs of the aging population.

### **Post Office**

Currently, people living throughout the Coppermine Chapter must travel to Page for post office services. Developing a local post office would be a tremendous convenience for area residents.

### **Public Safety/Fire Station/Police Facility and Services/Emergency Response**

The residents of the Bennett Freeze portion of the Coppermine Chapter see a need for a public safety facility that would address police, fire, and emergency response. The design and operations of the public safety building at the Twin Arrows Casino is seen as an excellent model for development at Coppermine.



### **Roads and Road Maintenance**

The two priority roads for Coppermine Chapter are N-20 and N-21. N-20 is the primary route from Gap to Page. N-21 runs east-west, and reaches out to the Bennett Freeze portion of the Coppermine Chapter.

N-20 received a substantial improvement when traffic was rerouted due to the slide near the Big Cut back in 2014. With the emergency road project, people at Coppermine received a major (\$40 million) transportation infrastructure investment.

Unfortunately, however, N-21 did not receive such favorable treatment. To this day, N-21 is basically a wide, dirt road that becomes virtually impassable during times of significant rain or snow. Residents of the Bennett Freeze portion of the Coppermine Chapter are unanimous in their resolve that the road should be improved and paved, and bus turnouts should be designed and constructed.

Historically, the Bureau of Indian Affairs has been responsible for the maintenance of N-21. The lack of dedicated funding and human resources has prevented the type of maintenance and investment desperately needed on this road. The people in the Bennett Freeze portion of the Coppermine Chapter desire to see “wide asphalt pavement” improvements on N-21.

Coppermine officials and local residents recognize that the Bureau of Indian Affairs is very slow to respond to road maintenance issues, especially snow plowing. The preference by Coppermine officials would be that the Arizona Department of Transportation or even the Navajo Nation Department of Transportation take over maintenance responsibilities.

### **Rural Addressing**

Similar to other Chapters throughout the Navajo Thaw Region, the lack of a rural addressing system is a significant inconvenience and even a public safety concern for area residents. The Coppermine Chapter needs assistance to successfully develop its rural addressing system.

### **Telecommunications and Fiber Optic Infrastructure**

There are no hard-line telephone lines serving the Bennett Freeze portion of the Coppermine Chapter. Instead, people have hit-and-miss cellular receptivity that is entirely unsatisfactory, especially in times of emergency services. 21st-century telecommunications capacity must be instituted for the Bennett Freeze portion of the Chapter.

### **Youth and Wellness Center**

The Navajo Nation provides funding to all Chapters through the “junk food tax” which can be programmed by Chapters for facilities and services that benefit health and wellness. The Chapter would like to establish a Youth/Wellness Center facility that would provide both unorganized and pre-programmed activities to benefit the health and wellness of the area residents.

## **Quality-of-Life Background/Issues**

While there is a desire to “act” on most of the Quality of Life Initiatives, there were several items that the planning participants simply want notated — written about. These issues are summarized below.

### **Chapter Revenue Sources**

With the closure of the Navajo Generating Station, budgets are tightening on the Navajo Nation. This is certainly true for Chapter budgets.

Historically, the Coppermine Chapter has had three “local” revenue-generating sources: water sales, local

showers, and garbage collection. The residents in the Bennett Freeze portion of the Chapter agree with Chapter officials that proactive measures must be taken to identify and create new funding sources for Chapter operations.

### **Civic Engagement**

Chapter officials are frustrated that they are not receiving the type of attendance and civic condition from area residents. It is only when meals are served that large gatherings take place. Something to stimulate greater civic commitment would be desired by the Chapter.

### **Community Cemetery**

The Coppermine Chapter does not have a cemetery within its Chapter boundaries. Given that the Navajo Nation is being more proactive and restrictive in terms of “private cemeteries” the Chapter is looking for a long-term solution.

### **Glen Canyon National Recreation Area Planning**

Coppermine officials are participating in efforts for the planning for the future of the Glen Canyon National Recreation Area. The goal is that the quadrilateral discussions involving four federal agencies will ensure that the local needs and priorities are being considered in this process. The Navajo Thaw Implementation Plan would like to give additional voice to the Navajo priorities in this federal planning process.

### **Greenhouse**

Chapter officials see the possible development of a 1200-square foot (40’ x 30’) greenhouse on the grounds with the Chapter House and administrative facilities. Youth participating in the Summer Youth Program would learn career skills in helping to support the greenhouse operations.

### **Renewable Energy Development Possibilities**

At first glance, given the closure of the Navajo Generating Station (NGS) the opportunity to utilize the excess transmission capacity seems like an immediate opportunity for renewable energy development for Coppermine.

Navajo Nation has established the Hayoolkaal Committee which is responsible for identifying a diversified energy portfolio. The Navajo Nation has received an allocation of 500 megawatts of transmission capacity. The Hayoolkaal Committee will be responsible to make recommendations and determinations for the use of that capacity.

Although Coppermine has examined the possibility of a utility-scale solar array, the Steering Committee has made a preliminary determination that this opportunity is challenging and perhaps impossible for the Chapter.

An earlier proposal to develop renewable energy at Coppermine was not met with local support because there was no benefit being offered to the Chapter or its residents.

### **Priority Issues for Bennett Freeze Portion of Chapter**

The projects/issues of top importance to the residents that live in the Bennett Freeze portion of the Chapter include:

- Bennett Freeze Area-based Community Facility
- Chapter House Building
- Feral Horses
- Gas Station/Laundromat/Convenience Store
- Grazing and Range Management
- Housing
- N-20 Rest Stop
- Nursing Home
- Post Office
- Public Safety Facility
- Roads/Road Maintenance
- Rural Addressing
- Telecommunications
- Youth and Wellness Center

Section 3:

# **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.

## Coppermine Chapter

Tribal Subdivision in: [United States](#)

**769**

Population

**456** square miles

**1.7** people per square mile

Census data: ACS 2018 5-year unless noted

## Demographics

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

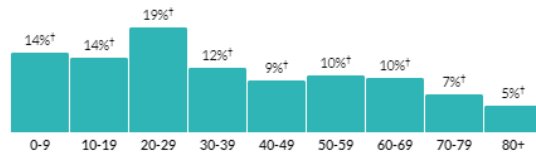
## Age

# 32.4

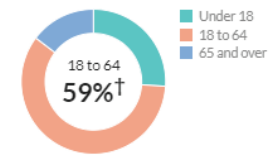
## Median age

about 80 percent of the figure in United States: 37.9

Population by age range

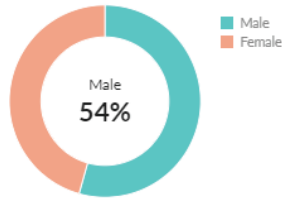

[Show data / Embed](#)

Population by age category


[Show data / Embed](#)

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

## Sex


[Show data / Embed](#)

## Race &amp; Ethnicity



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

[Show data / Embed](#)

## Economics

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

## Income

# \$15,939

## Per capita income

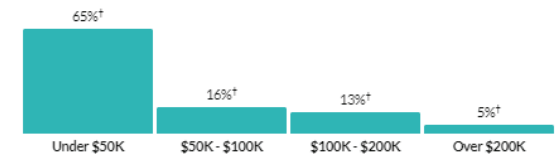
about half the amount in United States: \$32,621

# \$33,125

## Median household income

about half the amount in United States: \$60,293

Household income


[Show data / Embed](#)

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

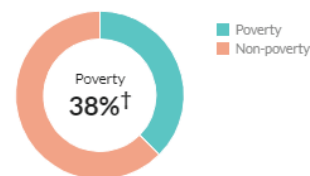
## Poverty

# 28.5%

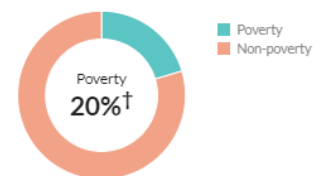
## Persons below poverty line

about double the rate in United States: 14.1%

Children (Under 18)


[Show data / Embed](#)

Seniors (65 and over)


[Show data / Embed](#)

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

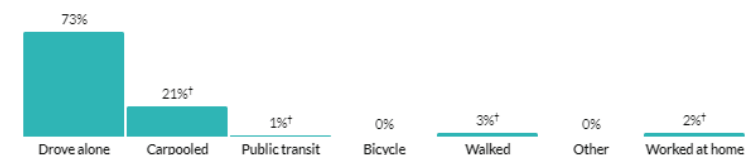
## Transportation to work

# 31.3 minutes

## Mean travel time to work

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

Means of transportation to work



\* Universe: Workers 16 years and over

[Show data / Embed](#)

**Families**

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

**Households****197**

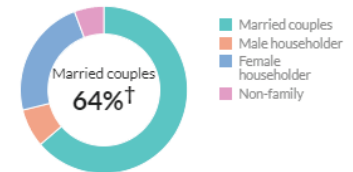
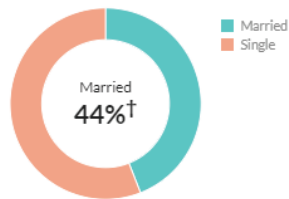
Number of households

United States: 119,730,128

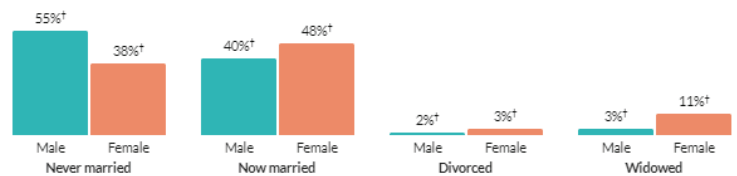
**3.9**

Persons per household

about 1.5 times the figure in United States: 2.6

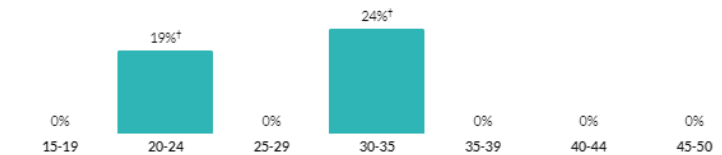
**Population by household type**[Show data / Embed](#)**Marital status**

\* Universe: Population 15 years and over

[Show data / Embed](#)**Marital status, by sex**[Show data / Embed](#)**Fertility****8.3%**

Women 15-50 who gave birth during past year

about 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](#)

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



## Housing

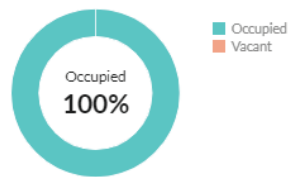
## Units &amp; Occupancy

**197**

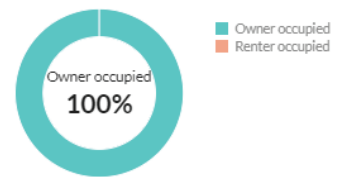
Number of housing units

United States: 136,384,292

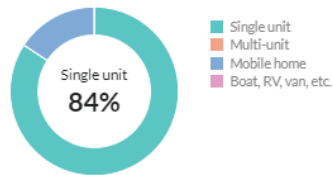
## Occupied vs. Vacant

[Show data / Embed](#)

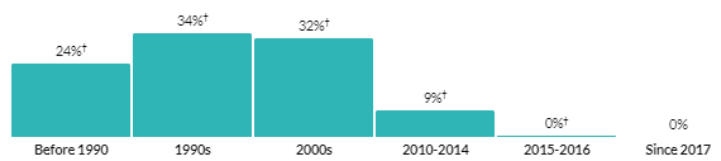
## Ownership of occupied units

[Show data / Embed](#)

## Types of structure

[Show data / Embed](#)

## Year moved in, by percentage of population

[Show data / Embed](#)

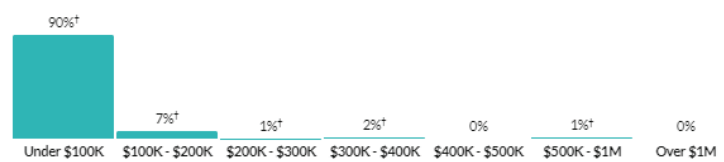
## Value

**\$43,800**

Median value of owner-occupied housing units

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

## Value of owner-occupied housing units

[Show data / Embed](#)

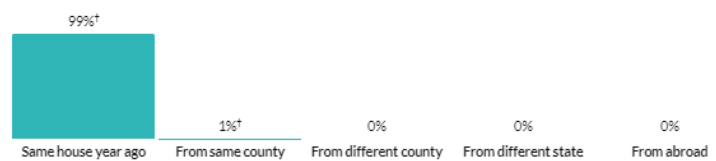
## Geographical mobility

**0.8%** ±2.7% (6 ±20.7)

Moved since previous year

less than 10 percent of the rate in United States: 14.5% 46,136,121 (±0.1% / ±152,246.9)

## Population migration since previous year

[Show data / Embed](#)

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

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

## Social

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

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

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

## Educational attainment

**62.6%**

High school grad or higher

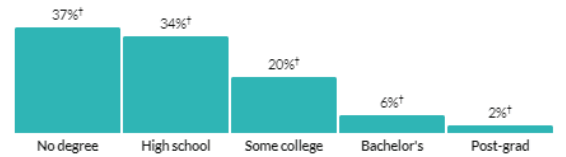
about two-thirds of the rate in United States: 87.7%

**8.7%**

Bachelor's degree or higher

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

## Population by minimum level of education



\* Universe: Population 25 years and over

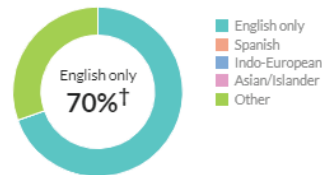
[Show data / Embed](#)

## Language

**N/A**

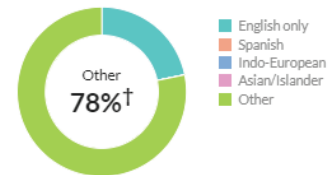
Persons with language other than English spoken at home

## Language at home, children 5-17



[Show data / Embed](#)

## Language at home, adults 18+



[Show data / Embed](#)

## Place of birth

**N/A**

Foreign-born population

## Place of birth for foreign-born population



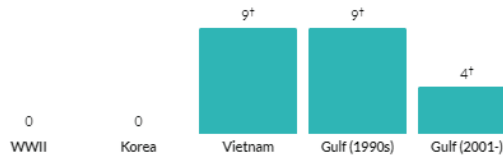
## Veteran status

**3.9%**

Population with veteran status

about half the rate in United States: 7.5%

## Veterans by wartime service



\* Civilian veterans who served during wartime only

[Show data / Embed](#)

**22** Total veterans

**18** Male

**4** Female

Section 4:

# **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.

<b>Funding Source</b>	<b>Amount</b>	<b>% of Total</b>
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%
<b>TOTAL:</b>	<b>\$254,369</b>	<b>100%</b>

Section 5:

# **Chapter Budget**

## Chapter Budget

### Program Budget Summary Information

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

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



Section 5:

# **Capital Improvement Plan (CIP)**

## Capital Improvement Plan (CIP)

### Overview

Top priorities for the Coppermine Chapter include three waterline extensions. These projects are known as the:

- KOKO Project
- Phase 1 Project
- Phase 2 Project

In total, these three waterline extensions will serve 60 homes which are all in the Former Bennett Freeze Area. The project will include kitchen and bath additions. IHS will be doing the plumbing for bathrooms. The Chapter will provide matching funds both from their Housing Escrow Fund as well as Chapter discretionary funds.

Another infrastructure project, this one not in the Coppermine CIP, is the Highway 89 Waterline Extension project. This project is being coordinated by Indian Health Services.

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

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

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

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

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

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Coppermine

Capital Project Description

Year Rank:2020 - 2

Project Title:KOKO Waterline Project Extension Phase I U54-40 Homes

Contact Name:Wilford Lane

Project description:Proposed Kitchen/Bathroom additions for 40 homes in the former Bennett Freeze Area.

Statement of Need:Chapter Former Bennett Freeze Area restricted from home improvement for more than 40 years is need of waterlines and home improvement for healthy living standards.

Project Location:Coppermine Area

2021 - 2026

Contact Phone:(928) 691-1109

Project ID:WPKWPS1104-002292

Contact Email:Coppermine@navajochapters.org

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Federal	IHS	\$250,000	No	\$250,000	Wednesday, July 10, 2019
Federal	IHS	\$815,000	No	\$815,000	Wednesday, July 10, 2019
Federal	IHS	\$800,000	No	\$800,000	Wednesday, July 10, 2019
Federal	IHS	\$1,000,000	No	\$1,000,000	Wednesday, July 10, 2019

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$562,500	\$0	\$0	\$0	\$0	\$0	\$562,500
Planning / Predesign	No		\$1,687,500	\$0	\$0	\$0	\$0	\$0	\$1,687,500
Architecture / Engineering	No		\$1,125,000	\$0	\$0	\$0	\$0	\$0	\$1,125,000
Construction	No		\$11,250,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$16,250,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$14,625,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$19,625,000

Annual Operating Budget: (Entity Responsibility)

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

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Coppermine

Capital Project Description

Year Rank:2020 - 2

Project Title:KOKO Waterline Project Extension Phase I U54-40 Homes

Contact Name:Wilford Lane

Project description:Proposed Kitchen/Bathroom additions for 40 homes in the former Bennett Freeze Area.

Statement of Need:Chapter Former Bennett Freeze Area restricted from home improvement for more than 40 years is need of waterlines and home improvement for healthy living standards.

Project Location:Coppermine Area

2021 - 2026

Contact Phone:(928) 691-1109

Project ID:WPKWP51104-002292

Contact Email:Coppermine@navajochapters.org

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Federal	IHS	\$250,000	No	\$250,000	Wednesday, July 10, 2019
Federal	IHS	\$815,000	No	\$815,000	Wednesday, July 10, 2019
Federal	IHS	\$800,000	No	\$800,000	Wednesday, July 10, 2019
Federal	IHS	\$1,000,000	No	\$1,000,000	Wednesday, July 10, 2019

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$562,500	\$0	\$0	\$0	\$0	\$0	\$562,500
Planning / Pre-design	No		\$1,687,500	\$0	\$0	\$0	\$0	\$0	\$1,687,500
Architecture / Engineering	No		\$1,125,000	\$0	\$0	\$0	\$0	\$0	\$1,125,000
Construction	No		\$11,250,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$16,250,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$14,625,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$19,625,000

Annual Operating Budget: (Entity Responsibility)

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

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Coppermine

Capital Project Description

Year Rank:2020 - 3

Project Title:Scattered Housing Development- FBFA

Contact Name:Wilford Lane

Project description:To plan, design and construct scattered housing in the FBFA within the Coppermine Chapter.

Statement of Need:Adequate housing will upgrade the health, living standards of families that do not have the convenience of proper housing needs.

Project Location:Coppermine Chapter

2021 - 2026

Project ID:SHDF51104-002340

Contact Phone:(928) 691-1109

Contact Email:coppermine@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		\$180,000	\$0	\$0	\$0	\$0	\$0	\$180,000
Planning / Predesign	No	\$0	\$540,000	\$0		\$0		\$0	\$540,000
Architecture / Engineering	No		\$360,000	\$0	\$0	\$0		\$0	\$360,000
Construction	No		\$1,800,000	\$1,800,000	\$0	\$0		\$0	\$3,600,000
Other	No		\$0	\$0	\$0	\$0		\$0	\$0
Total		\$0	\$2,880,000	\$1,800,000	\$0	\$0	\$0	\$0	\$4,680,000

Annual Operating Budget: (Entity Responsibility)

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

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Coppermine

Capital Project Description

Year Rank:2020 - 4

Project Title:Environmental Surveys, Biological Assessments, Archeological Clearances for Roads

Contact Name:Duane S. Tsingine

Project description:A. N6210, B. 6211, C. N21, D. N6226, E. N201

Statement of Need:Roads need improvements & upgrades holistically for safety of community, local school bus routes, departments and travelers.

Project Location:Coppermine Chapter

2021 - 2026

Project ID:ESBAACFR51104-002299

Contact Phone:(928) 691-1109

Contact Email:coppermine@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		\$560,000		\$0	\$0	\$0	\$0	\$560,000
Planning / Pre-design	No		\$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			\$560,000		\$0	\$0	\$0	\$0	\$560,000

Annual Operating Budget: (Entity Responsibility)

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



INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Coppermine

Capital Project Description

Year Rank:

2020 - 5

Project Title:

Develop Community and Economic Development Plan

Contact Name:

Duane S. Tsingine

Project description:

Statement of Need:

Project Location:

Coppermine Chapter

2021 - 2026

Project ID:

DCAEDP51104-002403

Contact Phone:

(928) 707-5896

Contact Email:

coppermine@navajochapters.org

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Nation	NN CIP General Funds	\$100,000	No	\$0	
Arizona	Legislative Funds	\$100,000	No	\$0	

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Pre design	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	No	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
Total		\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$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
Operating Revenues							\$0
Total							\$0

## INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

### Coppermine

#### Capital Project Description

<b>Year Rank:</b>	2020 - 6	2021 - 2026	<b>Project ID:</b>	MPBCPSF51104-002322
<b>Project Title:</b>	Multi-Purpose Building (Community Public Safety Facilities)			
<b>Contact Name:</b>	Duane S. Tsinigine	<b>Contact Phone:</b>	(928) 691-1109	<b>Contact Email:</b> coppermine@navajochapters.org
<b>Project description:</b>	The Coppermine Chapter is in dire need to facilitate to the community with a Multi-Purpose Building to adequately contain; Senior Center, Youth Center, Veterans Center and Fitness Health Center.			
<b>Statement of Need:</b>	Preplanning, Architectural & Engineering Design. This project will facilitate to the community as a One Stop One Shop to accommodate to the needs of the Coppermine Chapter Community.			
<b>Project Location:</b>	chapter compound			

#### Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Nation	Sihasin	\$200,000	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		\$125,000	\$0	\$0	\$0	\$0	\$0	\$125,000
Planning / Pre-design	No		\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000
Architecture / Engineering	No		\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000
Construction	No		\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>			\$2,700,000	\$0	\$0	\$0	\$0	\$0	\$2,700,000

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

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

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Coppermine

Capital Project Description

Year Rank:

2020 - 7

Project Title:

Agricultural Water Development

Contact Name:

Duane S. Tsingine

Project description:

1. Agriculture (Livestock) Waterline  
2. Rehabilitation of Earthen Dams  
3. Community Watering Points

Statement of Need:

within Chapter Area (Well)  
Water Development will upgrade the water system for a healthy Agricultural sustainability through healthy water and upgrading of earthen dams. This will prepare an organized system of waterflow, water development and possibly for Economic Development in the fields of: AgriBusiness, Livestock, Irrigation and Fields.

Project Location:

Coppermine Area

2021 - 2026

Project ID:

WDWCAW51104-002291

Contact Phone:

(928) 691-1109

Contact Email:

coppermine@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		\$1	\$0	\$0	\$0	\$0	\$0	\$1
Planning / Pre-design	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No	\$0	\$0		\$0		\$0	\$0	\$0
Construction	No	\$0	\$20,000		\$0	\$0	\$0	\$0	\$20,000
Other	No	\$0	\$50,000		\$0	\$0	\$0	\$0	\$50,000
Total		\$0	\$70,001		\$0	\$0	\$0	\$0	\$70,001

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

Coppermine

Capital Project Description

**Year Rank:** 2020 - 8      2021 - 2026      **Project ID:** PDCSPA51104-001287

**Project Title:** Pln/Dsgn/Const Scattered Pwrln along with House wiring

**Contact Name:** Bessie Armajo, CSC      **Contact Phone:** 928 691-1109      **Contact Email:** coppermine@navajochapters.org

**Project description:** To plan, design, and construct scattered power lines throughout the Coppermine Chapter, along with house wiring to homes that are proposed to get on the grid. This will be the last power line project for the Coppermine Chapter then Chapter will move on to other Chapter Projects.

**Statement of Need:** Electrical facilities will upgrade the health, living standards of families that do not have the convenience of electrical power in their homes.

**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 Chapter	Chapter Other		No		
Navajo Nation	NN CIP General Funds		No		
Other	NTUA		No		
Federal	CDBG		No		

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Pre-design	No		\$172,988	\$0	\$0	\$0	\$0	\$0	\$172,988
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$377,830	\$521,114	\$0	\$0	\$0	\$0	\$898,944
Other	No		\$7,139	\$0	\$0	\$0	\$0	\$0	\$7,139
Total			\$557,957	\$521,114	\$0	\$0	\$0	\$0	\$1,079,071

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

Coppermine

Capital Project Description

Year Rank:

2020 - 9

Project Title:

Purchase and Equip Backhoe

Contact Name:

Daune Tsingine

Project description:

Statement of Need:

Project Location:

Chapter Tract

2021 - 2026

Project ID:

PAEB51104-002481

Contact Phone:

(928) 691-1109

Contact Email:

coppermine@navajochapters.org

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Nation	Sihasin	\$50,000	Yes	\$50,000	

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No								\$0
Planning / Pre design	No								\$0
Architecture / Engineering	No								\$0
Construction	No								\$0
Other	No		\$50,000						\$50,000
Total			\$50,000						\$50,000

Annual Operating Budget: (Entity Responsibility)

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

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Coppermine

Capital Project Description

Year Rank:

2021 - 1

Project Title:

Chapter Parking Lot

Contact Name:

Chapter President

Project description:

chapter parking lot is an essential componant to better serve the community members since the Chapter has enormous pavement projects. All arch. clearance and environmental assesement has been completed.

Statement of Need:

Project Location:

Navajo Route 20

Year Rank:

2021 - 2026

Project ID:

CPL51104-000113

Contact Name:

Chapter President

Contact Phone:

928-691-1109

Contact Email:

coppermine\_chapterhouse@yahoo.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
Navajo Nation	NN Fuel Excise Tax Funds		No		
Navajo Nation	NN CIP General Funds		No		

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$0	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Planning / Predesign	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$0	\$215,000	\$0	\$0	\$0	\$0	\$215,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$275,000	\$0	\$0	\$0	\$0	\$275,000

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

Coppermine

Capital Project Description

Year Rank:

2021 - 2

2021 - 2026

Project ID:

CCT51104-000232

Project Title:

Coppermine Chapter Telecommunication

Contact Name:

CSC

Contact Phone:

928-691-1109

Contact Email:

coppermine@navajo.org

Project description:

To plan, design and construct a telecommunication system for Coppermine Chapter.

Statement of Need:

Coppermine Chapter has no type of communication system.

Project Location:

Coppermine Chapter Area

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	ARRA		No		
Other	Private Funds		No		

Proposed Budget

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

Annual Operating Budget: (Entity Responsibility)

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



Section 6:

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

## Community Land Use Plan (CLUP)

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

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

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

Section 7:

# **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.

## Coppermine Housing Assessment

The Coppermine Chapter has done significant work to complete a housing assessment which ultimately yielded a list of 20 names/individuals in a prioritized housing waiting list that describes the scope of work needed (including floor plans and needed materials). The work was the result of a door-to-door outreach effort that reached “most homes” in the Bennett Freeze portion of the Chapter. Information that was collected includes, but is not limited to, a description of the site, a description of the house, the demographics and incomes of home occupants, home type (Hogan, trailer, etc.), type of bathroom, water availability, cisterns, and the availability of home site leases. Photographs of each of the homes were taken.

New home site lease documentation is being developed for new homes, including archeological clearances and surveys. Information on 50 such potential projects has been provided to the Navajo Nation Land Department.

The next step of the process, according to Coppermine officials, is to provide this information to the Navajo Nation Division of Community Development where projects could be bid out in order to meet procurement requirements. Coppermine hopes to have all of this planning and organization completed in February 2020.

Section 8:

# Housing Escrow Funds

## Housing Escrow Funds

### Coppermine Housing Escrow Funds

Coppermine Chapter has \$216,408.48 available in its Housing Escrow Fund. These funds are limited to the purchase of housing materials. Coppermine Chapter has requested \$100,000 for labor in order to make use of the materials to improve local homes.

Recently, Coppermine Chapter tried to make improvements to three homes by issuing a Request for Proposals. Unfortunately, the bids came in above budget and the process needs to start over.

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

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

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

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

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

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

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

The Coppermine Chapter has “beat the odds” in comparison to the other Navajo

Thaw Region Chapters in establishing and implementing a plan for the utilization of the Housing Escrow Funds.

The Chapter has been allocated \$216,408.48 from this fund. As of November 2019, \$6,593.94 has been spent. (The Chapter received a refund of approximately \$978.)

The pending success began with the positive response made by the Coppermine Chapter during the Begay-Nez administration when a challenge was made for Chapters to coordinate and to collect comprehensive information about housing conditions and relative income levels of people in the Former Bennett Freeze Area.

A local team was formed, a housing assessment template was created, and an organized, comprehensive approach to information collection was conducted. As a result, the Coppermine Chapter “leads the class” in terms of having actionable data in order to invest its Housing Escrow Funds.

Like other Chapters, Coppermine was confronted with the problem that Housing Escrow Funding could only be used for the purchase of materials, and not to pay for labor. While this policy has been well intentioned, the lack of construction estimators and general contractors has left most of the region unable to successfully invest its Housing Escrow Funds. This is not the case for Coppermine.

### A Coppermine Success Story

The Coppermine Chapter has been able to “crack the code” in terms of planning for and utilizing Housing Escrow Funds. Although monies have not been spent, they soon will be thanks to some very proactive work by Chapter officials and staff.

Coppermine was able to complete a door-to-door housing assessment in the Bennett Freeze portion of the Chapter. This work allowed the Chapter to understand the overall housing needs, and to program Housing Escrow Funding to benefit the people.

The Chapter is coordinating with the Navajo Hopi Land Commission office to coordinate/“hire” the skilled contractors to perform the work. In addition, the Chapter is coordinating with the Navajo Nation Division of Community Development for technical assistance. Finally, the Chapter is working with the Department of Personnel Management for additional assistance.

Consistent with the vision of the Nez-Lizer Administration to inspire “sweat equity,” the Chapter asked the people themselves to develop their floor plans and then to develop a materials list consistent with the improvements that they would like for their homes. Then the Chapter members went to area lumber and hardware stores such as Page Lumber, Home Depot, and True Value. The result has been accurate materials lists for all of the affected homes.

A decision was made by the Chapter to apportion the Housing Escrow Funds equally to all of the eligible recipients. As such, each residence was provided an \$10,800 budget. If any project were to “fall through,” an “alternate projects list” was also developed.

Ultimately, it is the people themselves who have identified what housing improvements they need and how they would allocate their funding. They did this by doing their own “homework” (sweat equity).

The three key local professionals that accomplished this work are Royletia Begay, Regina Reid and Valerie Fowler.



Coppermine Chapter officials challenged residents within the Navajo Thaw Region portion of the Chapter to do their own analysis and create their own materials lists. With this list in hand, the area residents then traveled to local hardware stores to “price out” the needed materials to form a finalized materials list.

In order to solve the problem related to the inability to use Housing Escrow Funds for labor, the Chapter then successfully received a \$100,000 award from the Sihasin Fund to address this challenge. These funds have been allocated and the Chapter is ready to successfully move forward in early 2020 with housing improvements. This will be the first successful example of the utilization of Housing Escrow Funds in the Navajo Thaw Region which have sat dormant for over five years.

Coppermine officials look to the successful expenditure of Housing Escrow Funds as an example of how there is sufficient capacity to receive additional, new sources of funding to extend this much-needed work. The work conducted by the Coppermine team is so exceptional that the Navajo Thaw Support Team recommends exploring how this local team’s talent might benefit other Chapters throughout the Navajo Thaw Region.

### 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.

Section 9:

# WHPacific Plan

## WHPacific Plan

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### 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 10:

# **Western Navajo Pipeline Project**

# Western Navajo Pipeline Project

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## Brown and Caldwell Report

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

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

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

Section 11:

# **Swaback Partners Report**

## Swaback Partners Report

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### Planning and Design Manual

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

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

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

Three stages of analysis work were completed:

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



# Appendices

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

## Appendix A

## Prioritized Strategy Report

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
Value-added Forest Products	78	21%	9%	Value-added
Entrepreneurial Development	70	90%	89%	General Business
Value-added Agriculture	70	97%	93%	Value-added
Infrastructure Development	69	91%	89%	Other
Education Development	68	88%	92%	Community Development
Leading-edge Development	62	44%	40%	Sector-specific
Business Cultivation	59	98%	84%	General Business
Logistics Centers	59	29%	30%	Sector-specific
Business Recruitment	58	98%	97%	General Business
Destination Tourism	57	47%	47%	Tourism
Business Retention and Expansion	55	96%	95%	General Business
Bedroom Community Development	55	72%	73%	Community Development
Attracting Lone Eagles	51	72%	70%	Other
Value-added Mining	47	59%	56%	Value-added
Value-added Fisheries	45	13%	2%	Value-added
Downtown Development	45	88%	90%	Community Development
Health Care Expansion	45	89%	89%	Community Development
Cultural Tourism	43	38%	48%	Tourism
Energy Development	41	93%	89%	Sector-specific
Attracting Retirees	41	63%	66%	Other
Attracting Government Jobs	41	63%	56%	Other
Environmental Restoration	36	40%	41%	Sector-specific
Local/Regional Tourism	35	90%	87%	Tourism
Attracting Funding	28	96%	98%	Other
Pass-through Visitor Services	26	86%	90%	Tourism

## Appendix B

### Planning Methodology

In order to maximize community participation in the planning process, and to quickly transition the community to plan implementation, Coppermine 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, Coppermine’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 Coppermine’s vision—a palpable manifestation of its values and desires—while the strategies and initiatives which constitute the bulk of the plan define Coppermine’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 Coppermine, 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 Coppermine 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:** Wilford Lane - Serves as the liaison between Building Communities and Coppermine; 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 Coppermine 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 Coppermine:** 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 Coppermine'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 Coppermine'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

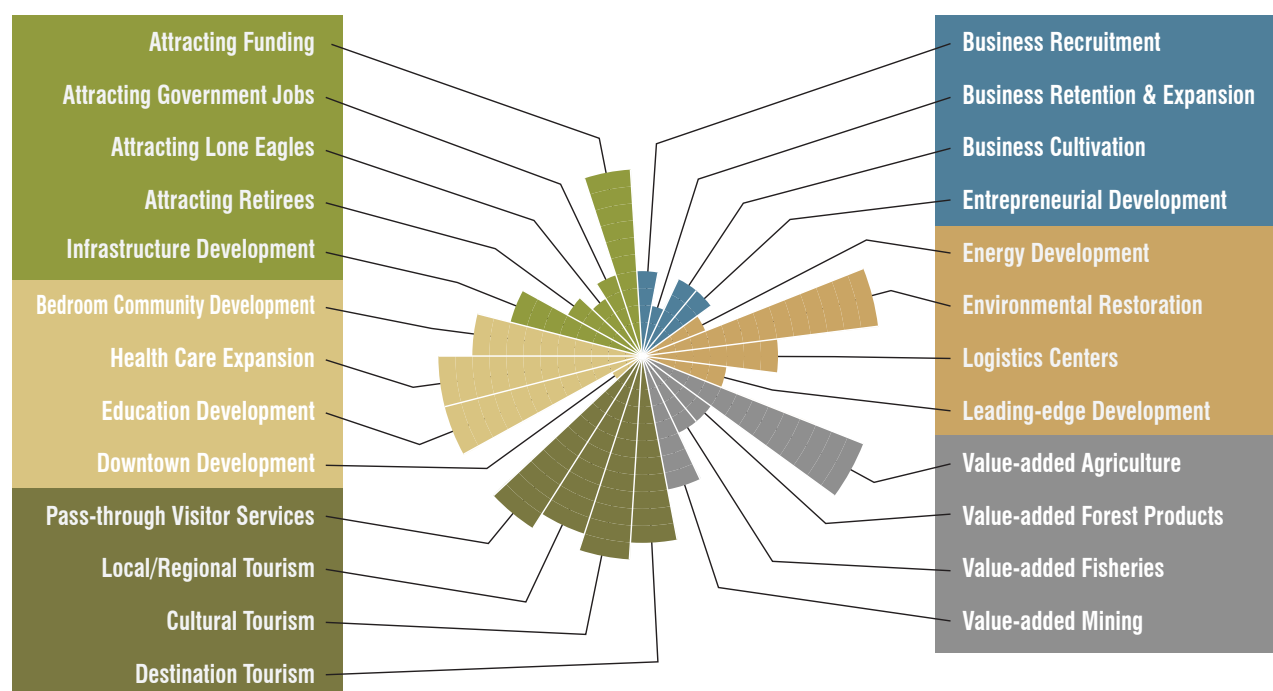
One part of community and economic development strategic planning often ignored is determining the capacity of the community to implement its plan. *Capacity* relates to the human, financial and technical resources needed to generally engage in community and economic development activities, and considers 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 Coppermine 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 Coppermine’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 Coppermine’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 Coppermine.

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

### Session 3: Navajo Homework

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

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

### Session 4: Voice of the Community Meeting

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

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

- Would you like to see this strategy implemented in Coppermine?
- Do you believe that Coppermine 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.”



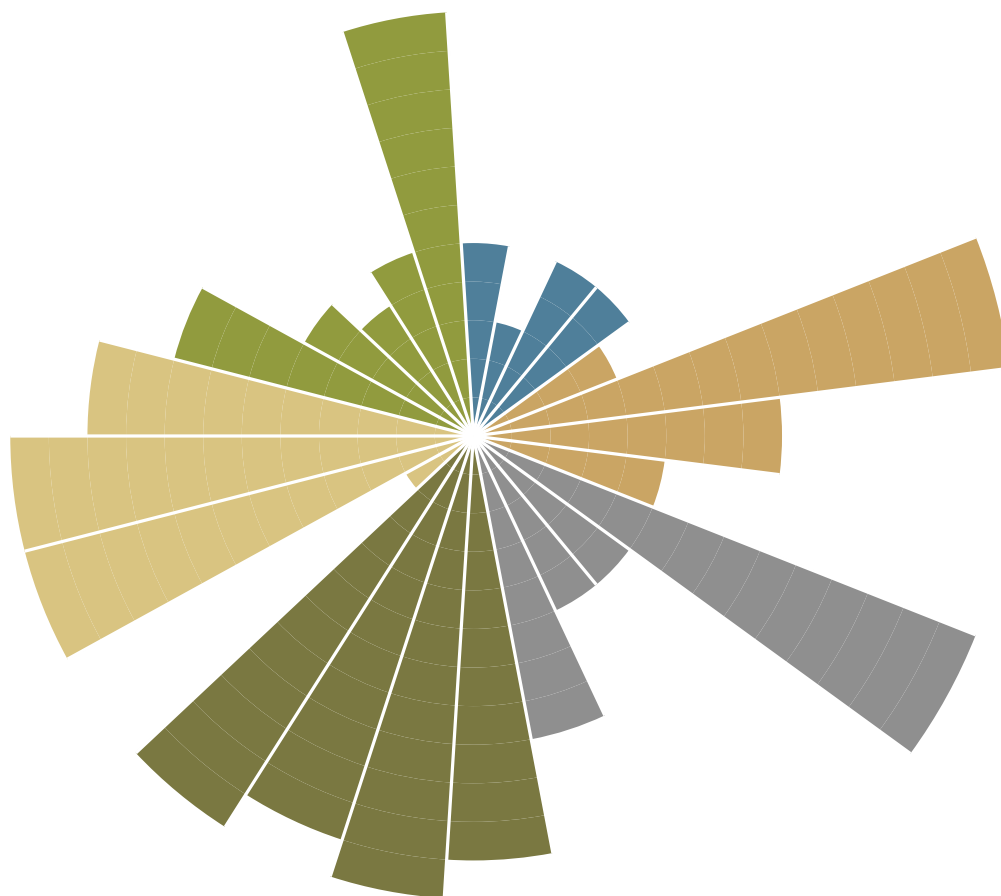
With these points in mind, during Session 6, each selected strategy and initiative was individually assigned to Steering Committee members or community organizations to act as “lead.” Committee members were then introduced to an online tool designed by Building Communities to help them identify *Essential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



## Coppermine

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