

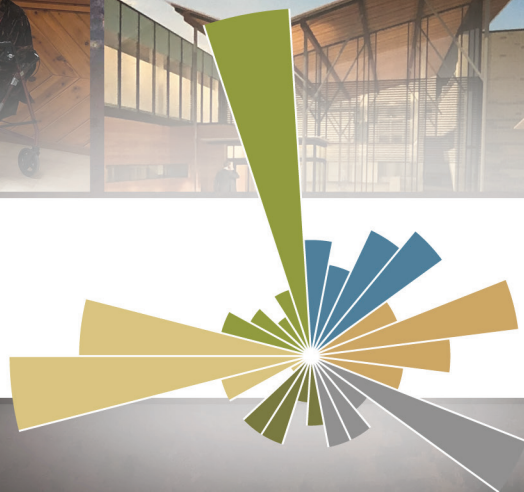
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TOLANI LAKE CHAPTER

NAVAJO NATION

RECOVERY PLAN

JUNE 2020



Dedication

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

Tolani Lake Chapter Recovery Plan

June 2020



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Prepared by:



Building Communities, Inc.
2101 Main St., Ste 202 Baker City, Oregon 97814
(928) 814-3710 | www.BuildingCommunities.us

In Conjunction with:



Native Builders LLC
P.O. Box 3969, Tuba City, AZ 86045
(928) 660-9726 | www.NativeBuilders.net

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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.”

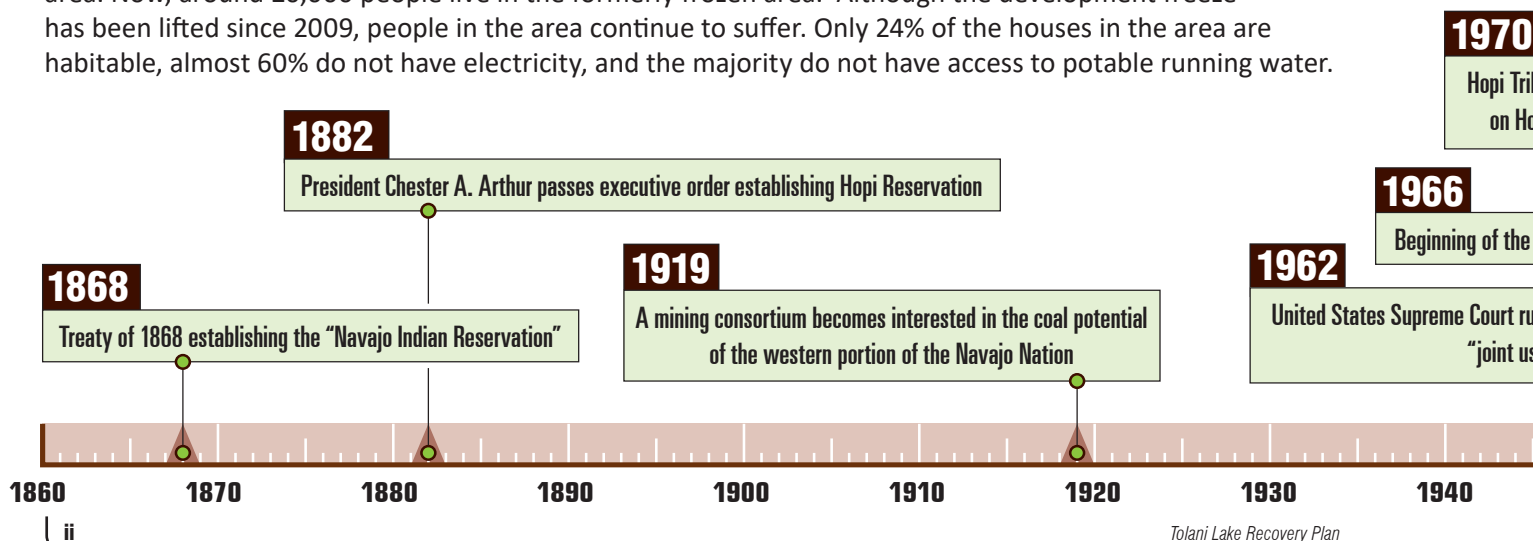
In 2005, Senator John McCain (R-Arizona) introduced Senate Bill 1003: Navajo-Hopi Land Settlements of 2005. The bill passed the Senate and included provisions such as amendments to the “Joint Use Area” established in 1880.

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.



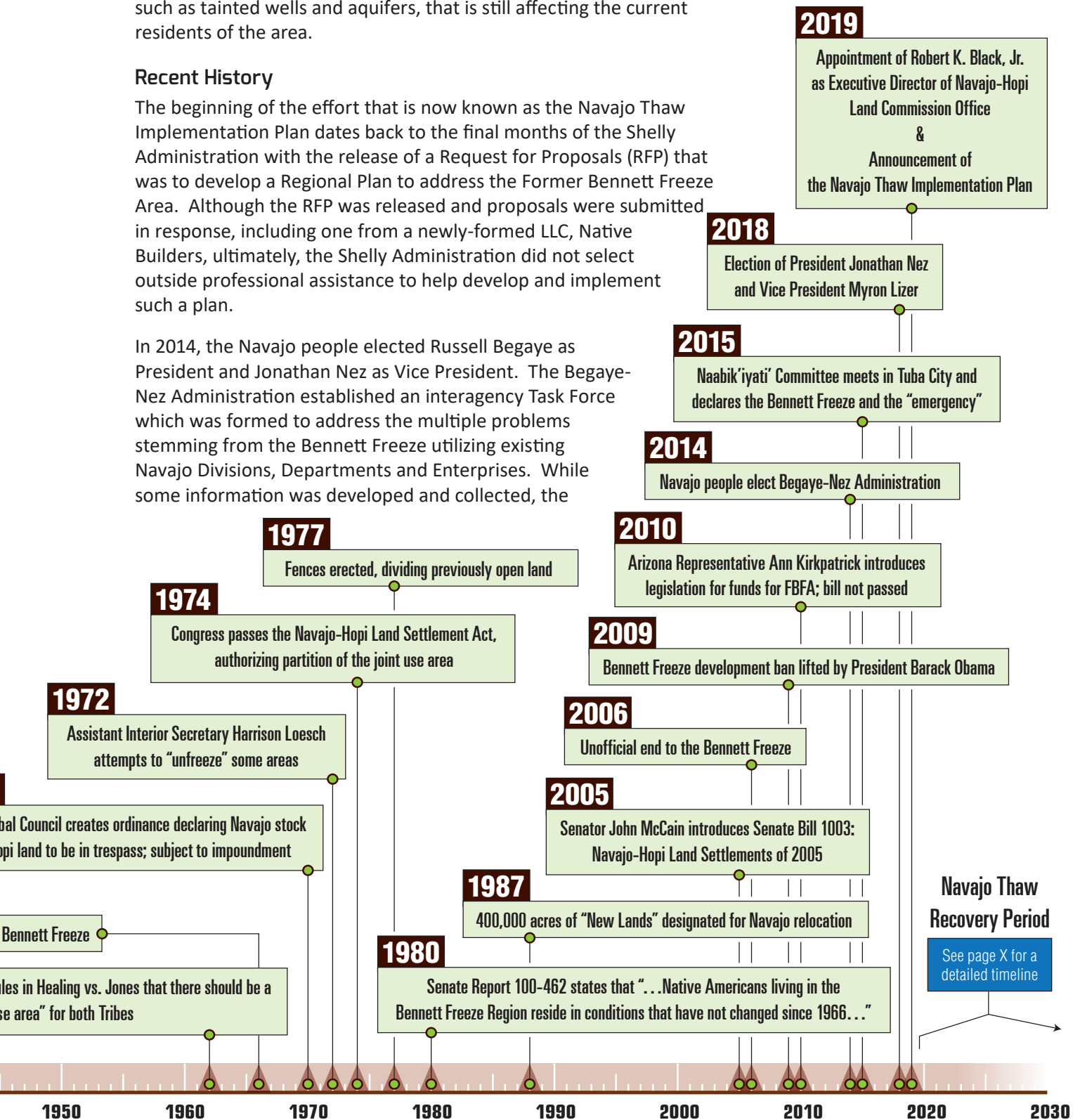
The legacy of the Bennett Freeze still looms over the region and deeply affects the day-to-day lives of its residents. In testimony before Congress, Nelson Gorman, Jr., Speaker of the Navajo Nation Council, likened it to “the deplorable conditions approximating those found only in underdeveloped third 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.

tolanilake.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.**

Tolani Lake Chapter Navajo Thaw Implementation Plan Planning Participants

Tolani Lake Chapter Officials

Leland K. Dayzie
Chapter President

Anna M. Begay
Vice President

Rena Monroe Edwards
Secretary/Treasurer

Leslie Williams
Grazing Committee Member

CLUP Committee Members

Mary Helen Begay
President

Lloyd McCabe
Vice President

Percy Lane
Secretary

Margaret Tom

Alice Goh

Leslie Williams
Grazing Official

Steering Committee Members

Marty Hatathlie

Marjorie John

Mary Delowe

Lloyd McCabe

Priscilla Lane

Margarett Tom

Alice Goye

Jonathan Yazzie

Rose Worker

Carol W. Loom

Charidan Yazzie

Sharon Nez Tsosie

Bill Edwards

Gary Biakeddy

Louva Dahozy

Chapter Officials 2017-2021

Thomas Walker, Jr.
Council Delegate

Alfred Thomas
Chapter President

Leland K. Dayzie
Vice President

Rena M. Edwards
Secretary/Treasurer

Leslie Williams
Grazing/Land/Farm Board

NAVAJO THAW PHILOSOPHY

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

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

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

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

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



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.



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

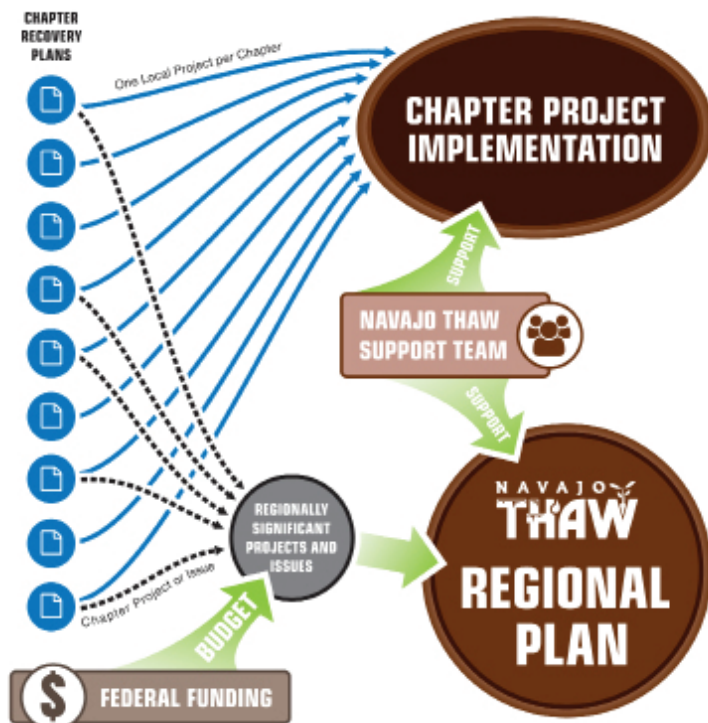
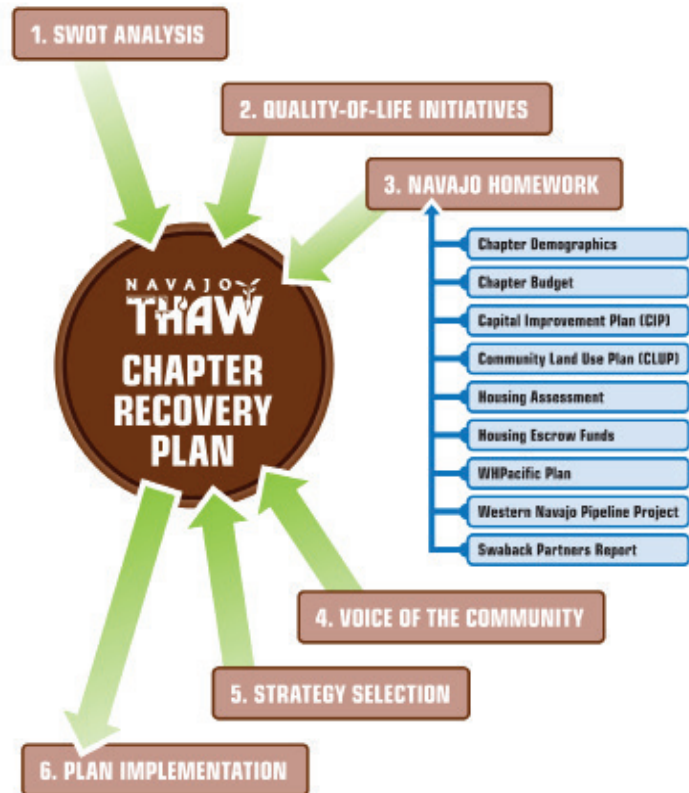
The Navajo Thaw Implementation Plan is not just another study that will sit on the shelf. It is a **commitment** by the Nez-Lizer Administration and the 24th Navajo Nation Council to listen to the people in all nine Chapters, formulate Chapter-based Recovery Plans and to create the Navajo Thaw Regional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

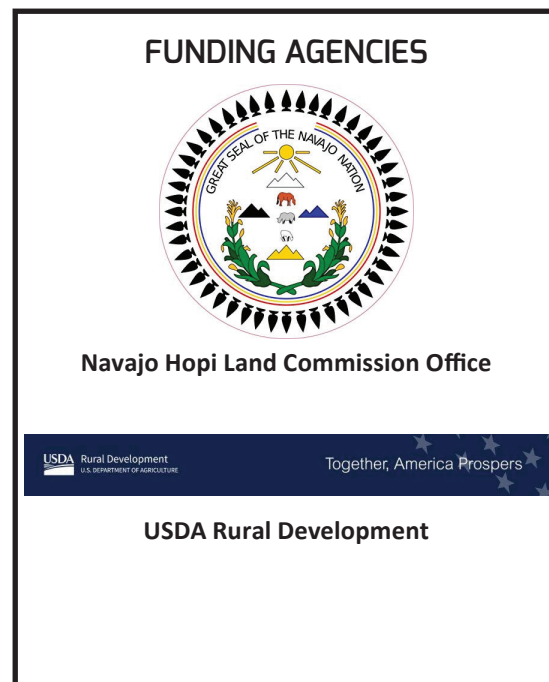
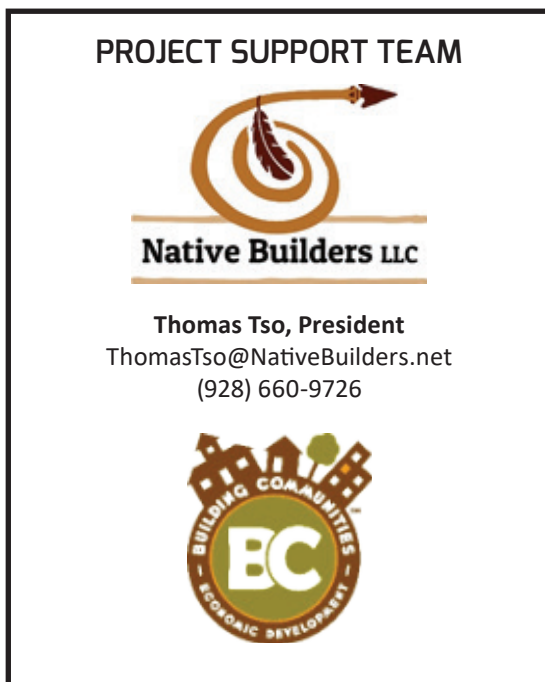
Plan Week is the 1.5 day, 12-hour strategic planning process designed to capture virtually all of the data, information, strategies, initiatives, projects and aspirations of each of the nine Navajo Thaw Region Chapters.



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.

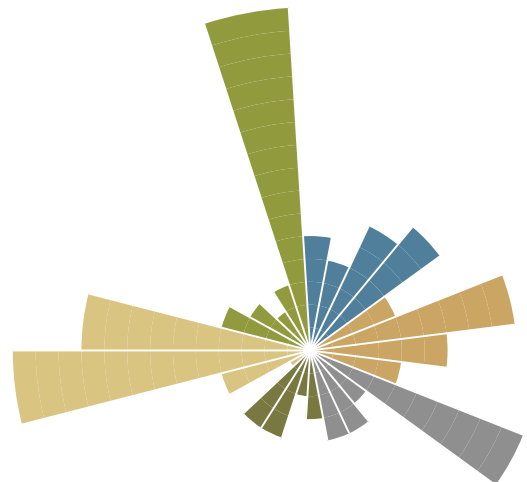


At first glance, the Navajo Thaw Chapter Recovery Plans look somewhat similar. This is on purpose.

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*.



Tolani Lake 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 Tolani Lake Chapter Recovery Plan only makes mention of the name/word Bennett as a point of history and geography. The northern portion of the Tolani Lake 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 Tolani Lake Chapter.

Scope and Timeframe of the Plan

The geographic scope for this plan is the Tolani Lake Chapter, and especially the portion of the Tolani Lake 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 Tolani Lake Chapter, it is also recognized that some of the resources that the plan may attract to benefit Tolani Lake 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 Tolani Lake Chapter is a part of the Navajo Thaw Implementation Plan, the human and technical resources available to implement the plan through the Native Builders Team will extend through December 2022. The Native Builders Team is committed to assisting each of the nine Navajo Thaw Region Chapters to implement a priority local project and then to assist to secure large-scale funding.

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

Feedback and Update on Chapter Recovery Plan

April 21, 2020 - Update

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

Section 1:

Plan Week Results

Plan Week Results

Overview

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

Tolani Lake Plan Week

November 14-15

December 16

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

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

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

- Becoming a Certified Chapter
- Community Building in the Bennett Freeze Area
- Round Houses
- Rural Addressing

Strategy Selection Process

The Tolani Lake 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 Tolani Lake’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 Tolani Lake 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 Tolani Lake, it was given a score of ‘E’. Intermediate scores from ‘B’ to ‘D’ were given for factors in the middle of the range.

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

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

Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Attracting Funding	74	Other
Health Care Expansion	63	Community Development
Value-added Agriculture	49	Value-added
Environmental Restoration	46	Sector-specific
Bedroom Community Development	40	Community Development
Entrepreneurial Development	33	General Business
Logistics Centers	31	Sector-specific
Business Cultivation	30	General Business
Business Recruitment	25	General Business
Energy Development	21	Sector-specific
Value-added Mining	21	Value-added
Business Retention and Expansion	20	General Business
Leading-edge Development	20	Sector-specific
Local/Regional Tourism	20	Tourism
Pass-through Visitor Services	20	Tourism
Education Development	20	Community Development
Infrastructure Development	19	Other
Value-added Fisheries	18	Value-added
Value-added Forest Products	17	Value-added
Destination Tourism	17	Tourism
Attracting Government Jobs	17	Other
Attracting Retirees	13	Other
Attracting Lone Eagles	9	Other
Cultural Tourism	8	Tourism
Downtown Development	3	Community Development

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

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

SWOT Analysis

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

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

Enhanced Strategy Report

STRATEGY	SCORE WANT	STRATEGY GROUP
✓ Business Recruitment	100%	General Business
✓ Business Retention and Expansion	100%	General Business
Business Cultivation	50%	General Business
✓ Entrepreneurial Development	100%	General Business
✓ Energy Development	91%	Sector-specific
✓ Environmental Restoration	80%	Sector-specific
Logistics Centers	47%	Sector-specific
✓ Leading-edge Development	81%	Sector-specific
✓ Value-added Agriculture	88%	Value-added
Value-added Forest Products	38%	Value-added
Value-added Fisheries	0%	Value-added
Value-added Mining	40%	Value-added
✓ Destination Tourism	92%	Tourism
✓ Cultural Tourism	94%	Tourism
✓ Local/Regional Tourism	94%	Tourism
✓ Pass-through Visitor Services	75%	Tourism
✓ Downtown Development	39%	Community
✓ Education Development	95%	Community
✓ Health Care Expansion	94%	Community
✓ Bedroom Community Development	50%	Community
✓ Infrastructure Development	100%	Other
✓ Attracting Retirees	92%	Other
✓ Attracting Lone Eagles	100%	Other
✓ Attracting Government Jobs	92%	Other

Key

✓ = Selected Strategy

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

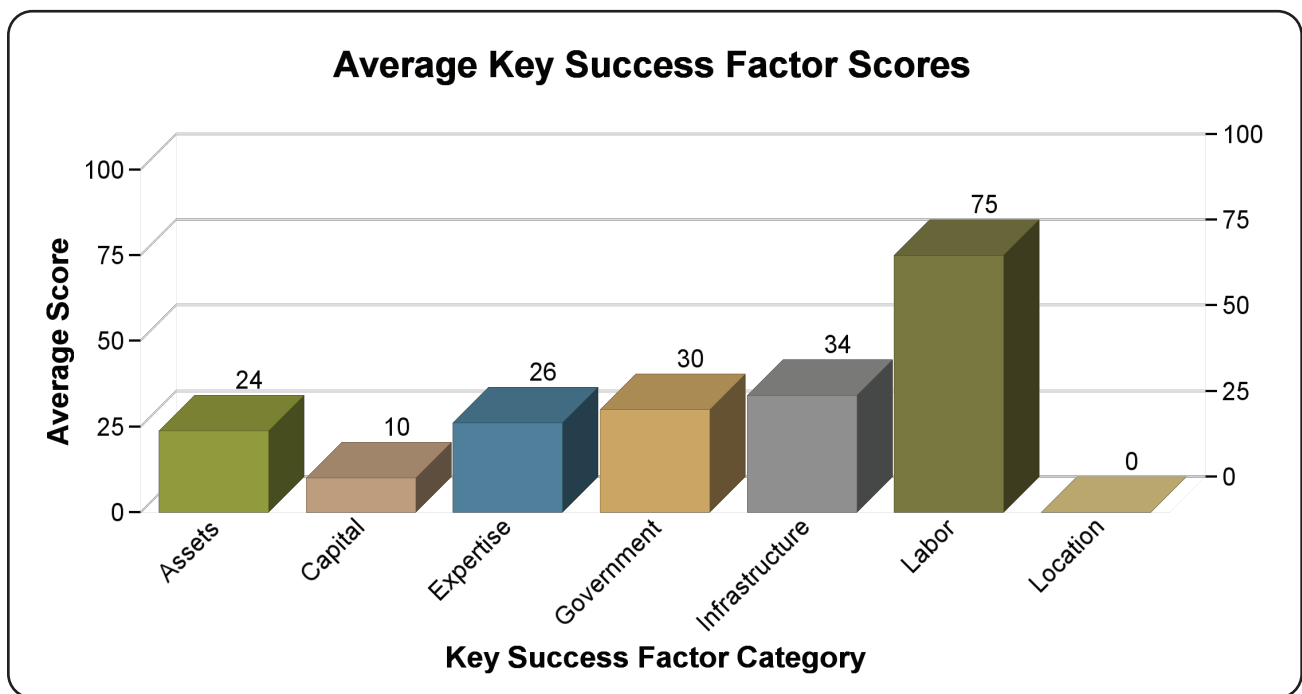
Want = The percentage of the Voice of the Community attendees desiring to implement the strategy

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

Strategy Group = One of six types of strategies

Key Success Factor Categories		AVG SCORE
Assets	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	24
Capital	Business debt and equity funding as well as consistent funding for development organizations to succeed.	10
Expertise	The skills, connections and abilities of local professionals.	26
Government	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	30
Infrastructure	The land, buildings and infrastructure necessary to advance many of the business development strategies.	34
Labor	The labor force of a community.	75
Location	The relative proximity of the community to the marketplace.	0
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 the table indicates, six of the seven Key Success Factor Categories score below average (under 50). Only the Labor Category scores above average at 75. In short, six of the seven Key Success Factor Categories scored in the “bottom third.” This information signals that Tolani Lake would be well advised to select a small number of strategies and projects for implementation and focus upon their immediate success.

Assets

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

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

Only five of the 22 Asset Categories Key Success Factors scored above average.

On the positive side, results from this category support Entrepreneurial Development and Environmental Restoration activities. Other positive Asset Category results support a Health Care Expansion strategy and a Value-added Agriculture strategy.

On the challenging side, the Steering Committee concluded that fully 15 of the 22 Asset Key Success Factors were a substantial comparative disadvantage for Tolani Lake. Primarily based upon the isolation of Tolani Lake from markets, natural resources and services, the area is highly challenged to successfully implement economic development plans. This underscores the need to be exceptionally strategic with strategy selection (despite very positive and optimistic sentiments as expressed in the Voices from the Freeze session).

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	4
Ability to secure long-term contracts for forest materials	0
Access to small business financing	0
Access to large-scale capital	0
Access to long-term infrastructure loans and grants	0
Availability of appropriated funds	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

Only one of the 10 Capital Key Success Factors scored above average: the ability to secure power purchase agreements. The Steering Committee does believe that, should an energy development opportunity arise, the connections and expertise could be mustered to advance such a project.

The other nine of 10 Capital Key Success Factors scored a '0.' Perhaps as much as any place in the United States, Tolani Lake is separated from the availability of funding to advance economic development priorities. (One very notable exception is the unique status of Tolani Lake hosting a successful 501(c)(3) non-profit entity, Tolani Lake Enterprises).

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	
Competent, strategic-minded hospital and health-care executives	4
Local ability to identify and advance a funding proposal	4
Ability to identify product and service gaps	3
Ability to successfully market materials	3
Cooperation of economic development staff and educational community	2
Existing excellence in local health care	2
Relative sophistication in coordinating and marketing local events	2
Ability to build a team comprised of energy-development experts	1
Capable, experienced economic development professionals	1
Dedicated business coaching staff	1
Sophisticated use of the internet for marketing	1
Ability to compete in a global market	0
Ability to network and attend relevant trade shows	0
Ability to understand industry trends and opportunities	0
Cultural development and advocacy organization	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
Staff focused on attracting retirees and/or lone eagles	0
Support from local education professionals at all levels	0
Supportive post-secondary education training program	0
Team approach to infrastructure finance	0

Underscoring the remote nature of Tolani Lake, only four of the 23 Expertise Key Success Factors scored above average. Two of these four Key Success Factors point to strategies that might be successfully implemented. First, the Chapter has confidence that the local health care provider, Dilkon Health Care Center, has the type of leadership that could successfully expand services. The second comparative advantage relates to the ability to successfully advance a funding proposal. The presence of Tolani Lake Enterprises serving the community provides this advantage.

The “average” scoring factors relate to education and health care strategies.

Offsetting these advantages, over 50% of the Expertise Key Success Factors score a ‘0.’ Like much of the Navajo Thaw Region, Tolani Lake could benefit from the Navajo Thaw Support Team in the implementation of priority local projects.

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	
Strong community 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
Strong relations between economic development organization and local businesses	2
Local focus on revenues from visitors	1
Local government support	1
Local pro-business climate	1
Support for attracting retirees	1
Active engagement of downtown building and business owners	0
Favorable state policies with respect to office locations	0
Projected growth in government budgets	0
Support from local businesses	0
Local policies and ordinances supporting quality neighborhood development	0
Supportive state energy policies and incentives	0

Of the 15 Government Key Success Factors, only three score above average. Similar to other Navajo Thaw Region Chapters, “strong community support” is in place. That is, despite decades of isolation, there is still hope by the people that improvement may eventually come.

10 of the 15 Government Key Success Factors score below average. In this honest assessment, viable economic development strategies are limited at Tolani Lake.

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

Four of the 11 Infrastructure Key Success Factors are above average. Most of these positive factors relate to the availability of land for development. Over half of the Infrastructure Key Success Factors, like much of the Navajo Thaw Region, rank below average—even scoring a ‘0.’ In short, Tolani Lake lacks water, wastewater, telecommunications, and power infrastructure.

Labor

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

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

The most positive category, and somewhat of a surprise, is the Labor Category. The Steering Committee ranked low-skill labor and high-skill labor slightly above average (scoring a ‘3’).

The biggest surprise related to high-skill labor. The Steering Committee believes that it has an inordinate amount of expertise that could provide support for the Chapter in advancing community and economic development strategies.

Location

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

Location	
Advantageous location for government or education expansion	0
Prospect of an expanded geographic market for health care	0
Proximity and access to markets	0
Proximity to scheduled air service	0
Strategic location for distribution centers	0

All five of the Location Key Success Factors scored a '0.' The Steering Committee had an honest assessment of the isolation of Tolani Lake.

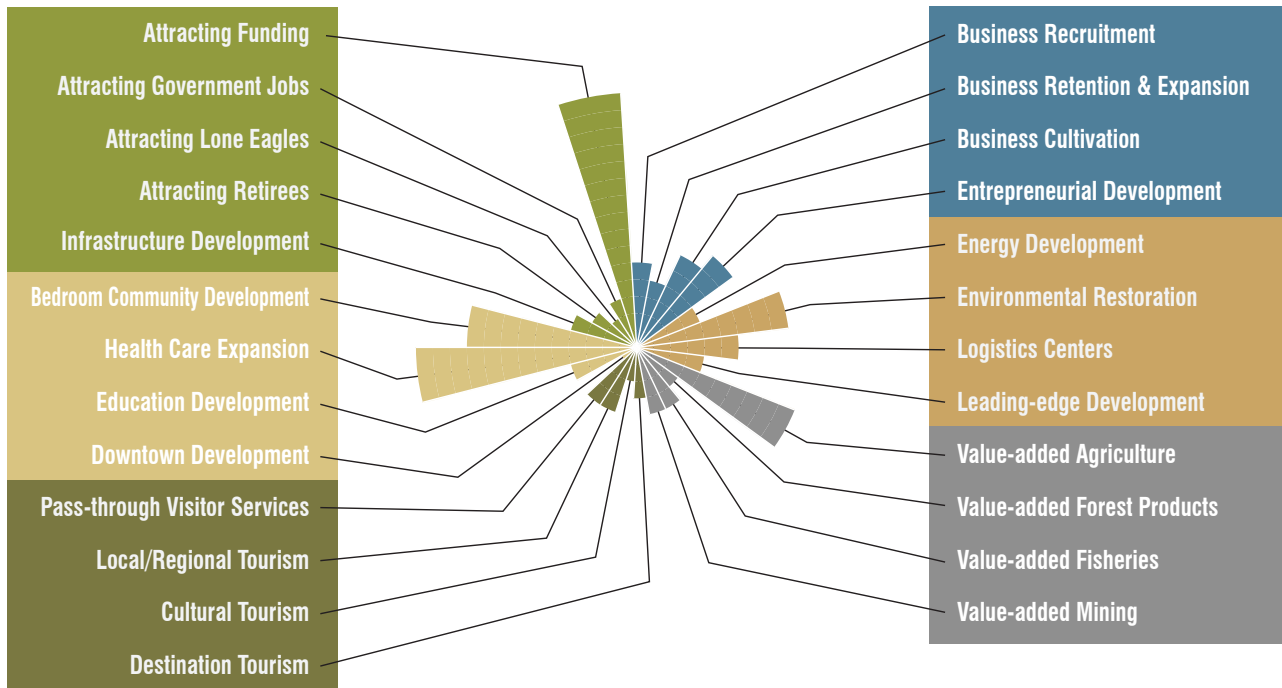
People in the Bennett Freeze portion of Tolani Lake indicate that they live on "No Water Mesa" (NWM). The name is self-explanatory.

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 below shows that Tolani Lake must be very strategic about selecting and implementing Strategies. Only the Attracting Funding, Healthcare Expansion, Bedroom Community Development and Value-Added Agriculture Strategies score relatively well. Like many of the Chapters in the Navajo Thaw Region, the Community Development category scores the highest.



Section 2:

Selected Strategies

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

Selected Strategies

Tolani Lake's Selected Strategies

Ultimately, the Steering Committee recommended the advancement of 20 strategies to enhance the economic condition and overall quality of life for Tolani Lake.

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

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

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

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

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

CATEGORY: Other	RANK: 1	SCORE: 74
JOBS: 6	LIVABILITY: 4	COMPLEXITY: 5

Objectives of Strategy Implementation

Like all Chapters within the Navajo Thaw Region, Tolani Lake selected Attracting Funding. From the broadest perspective, this choice is clear for two reasons. First, the Chapter selected a broad variety of strategies and projects and the chapter does not possess the funding to successfully implement the Chapter Recovery Plan without outside funding assistance.

Second, Tolani Lake and other Navajo Chapters have been served by its local non-profit corporation, Tolani Lake Enterprises (TLE). TLE is a 501(c)(3) non-profit which has the capacity and legal authority to receive and disperse grant funding for a variety of community and economic development projects benefiting the Navajo Nation.

With the goal of attracting substantial funding benefiting not just the Tolani Lake Chapter, but the other Chapters as well, Tolani Lake Enterprises could be more valuable than ever in supporting the Navajo Thaw Region.

Voice of the Community Survey Results

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



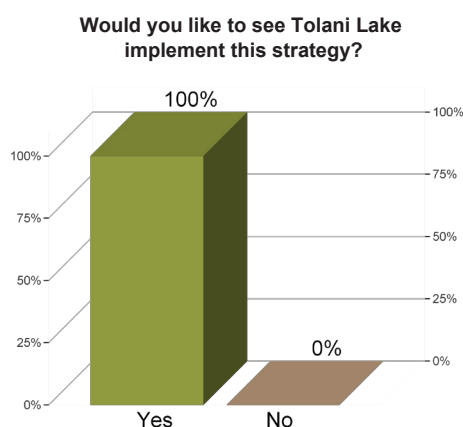
Strategy Summary

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

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

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

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



Findings from the Key Success Factor Analysis

Three of the four Key Success Factors for the Attracting Funding strategy are positive. Building upon the track record of Tolani Lake Enterprises, the Chapter believes it has a strong comparative advantage with respect to developing a funding proposal. The Chapter also believes that it has good connections to a strong state, Navajo and federal delegation that can support funding proposals.

KEY SUCCESS FACTOR

SCORE

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

The only downside is the tight budget situation at the Navajo Nation.

Key Success Factor Report - Attracting Funding

STRENGTHS TO BUILD UPON	
Major Comparative Advantages Local ability to identify and advance a funding proposal Strong community support	Slight Comparative Advantages Strong state and/or federal legislative delegation
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages No Entries	Major Comparative Disadvantages Availability of appropriated funds

The Promise Kept

The track record and capacity of Tolani Lake Enterprises will set the stage for Tolani Lake to be a leading Chapter in receiving and disbursing funding for improvements throughout the Navajo Thaw Region.





Attracting Government Jobs

CATEGORY: Other	RANK: 21	SCORE: 17
JOBS: 6	LIVABILITY: 7	COMPLEXITY: 5

Objectives of Strategy Implementation

The Tolani Lake Steering Committee selected the Attracting Government Jobs strategy, fully recognizing that the Chapter is highly isolated. It may be, however, that this relative isolation proves to be a comparative advantage for Tolani Lake. Government offices would not only serve Tolani Lake, but they could be valuable to the Leupp Chapter as well.

Convincing Navajo and federal offices/agencies to locate at Tolani Lake could prove to be challenging. Nonetheless, the Tolani Lake Steering Committee selected Government Jobs as a statement that the Chapter does want to move forward and does value the jobs and the services associated with government offices.

Tolani Lake residents would like to see new, innovative programming offered by the Navajo Nation or other governmental units or nonprofits. One example would be a class on how to cook and eat healthy food.

Strategy Summary

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

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

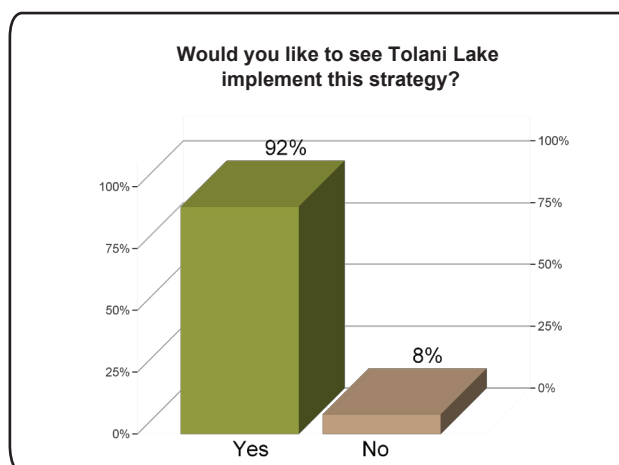
One significant factor in considering a government job attraction strategy is the attitude of the local community toward such a strategy. Communities with a more conservative political viewpoint may shun such a strategy as being inconsistent with core beliefs.

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

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

Voice of the Community Survey Results

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



Findings from the Key Success Factor Analysis

Only two of the eight Key Success Factors for the Attracting Government Jobs strategy are positive. The Chapter does believe that it can provide land for a government facility.

On the downside, there is a significant lack of staffing, discretionary funding and available buildings to implement the strategy.

KEY SUCCESS FACTOR	SCORE
Availability of land for business prospects	4
Strong community support	4
Capable, experienced economic development professionals	1
Local government support	1
Advantageous location for government or education expansion	0
Projected growth in government budgets	0
Favorable state policies with respect to office locations	0
Availability of local buildings	0

Key Success Factor Report - Attracting Government Jobs

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



The Promise Kept

Tolani Lake will utilize its remote location as a comparative advantage in making the case for new Navajo and federal offices to be expanded within the Chapter.



Attracting Lone Eagles

CATEGORY: Other	RANK: 23	SCORE: 9
JOBS: 3	LIVABILITY: 6	COMPLEXITY: 7

Objectives of Strategy Implementation

The physical presence and operations of the 501(c)(3) non-profit corporation, Tolani Lake Enterprises, might be a harbinger for the successful implementation of an Attracting Lone Eagles strategy. That is, if business-minded people are already located at Tolani Lake working for and supporting the non-profit, then why wouldn't other business-oriented people who are looking for solitude locate and expand their business enterprise at Tolani Lake?

The implementation of this strategy would have to be coupled with a significant improvement in telecommunications and, perhaps, fiber optic capacity. As Tolani Lake is not the only Chapter to select this strategy, a broad telecommunications infrastructure initiative throughout the Navajo Thaw Region is substantiated.



Voice of the Community Survey Results

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

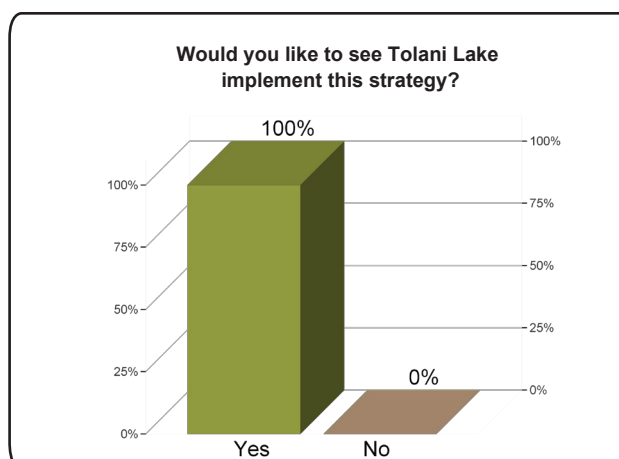
Strategy Summary

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

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

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

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



Findings from the Key Success Factor Analysis

All eight of the Key Success Factors for this strategy score at or below average. The remote nature of Tolani Lake is highlighted when examining the Key Success Factors. In addition, the funding and housing challenge will need to be overcome in order to successfully implement the strategy.

KEY SUCCESS FACTOR	SCORE
Desirable climate	2
High-speed internet	1
Existence of recreational amenities	0
Available, desirable housing	0
High availability of urban services	0
Sufficient marketing, promotion, or public relations budget	0
Proximity to scheduled air service	0
Staff focused on attracting retirees and/or lone eagles	0

Key Success Factor Report - Attracting Lone Eagles

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



The Promise Kept

The Chapter will use its comparative advantage, utilizing its nonprofit to create a cluster of Lone Eagles within the Chapter.



Attracting Retirees

CATEGORY: Other	RANK: 22	SCORE: 13
JOBS: 1	LIVABILITY: 9	COMPLEXITY: 7

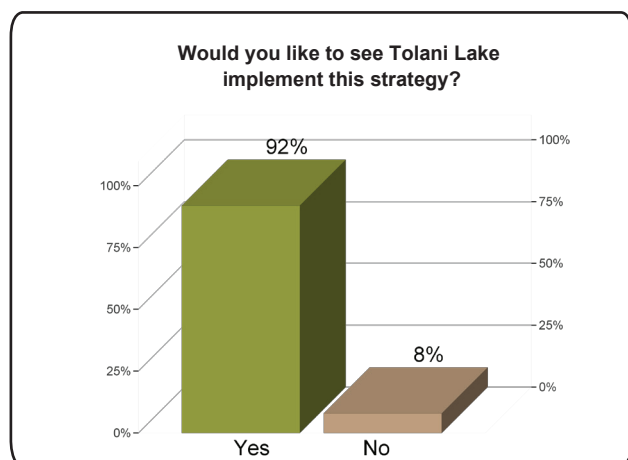
Objectives of Strategy Implementation

Navajo people who have left the reservation for occupational or other reasons have a long-term yearning to return to their homeland. This phenomenon supports the implementation of an Attracting Retirees strategy for Tolani Lake.

The Attracting Retirees strategy may provide another impetus for the reuse of the round houses that have never been occupied at Tolani Lake. Perhaps some of the houses could be used for residential use while others might provide the type of assisted care that is needed throughout the Navajo Nation.

Voice of the Community Survey Results

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



Strategy Summary

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

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

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

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

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

KEY SUCCESS FACTOR

SCORE

Desirable climate	2
Existing excellence in local health care	2
Support for attracting retirees	1
High availability of urban services	0
Existence of recreational amenities	0
Available, desirable housing	0
Sufficient marketing, promotion, or public relations budget	0
Proximity to scheduled air service	0
Staff focused on attracting retirees and/or lone eagles	0

Findings from the Key Success Factor analysis

All nine of the Key Success Factors for the Attracting Retirees strategy score at or below average. The two “average” factors relate to the climate and the proximity to good health care facilities.

Key Success Factor Report - Attracting Retirees

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

The Promise Kept

Once slated for demolition, the round houses will be saved and utilized to provide a unique setting for retirees to Tolani Lake.





Bedroom Community Development

CATEGORY: Community Development	RANK: 5	SCORE: 40
JOB: 1	LIVABILITY: 10	COMPLEXITY: 4

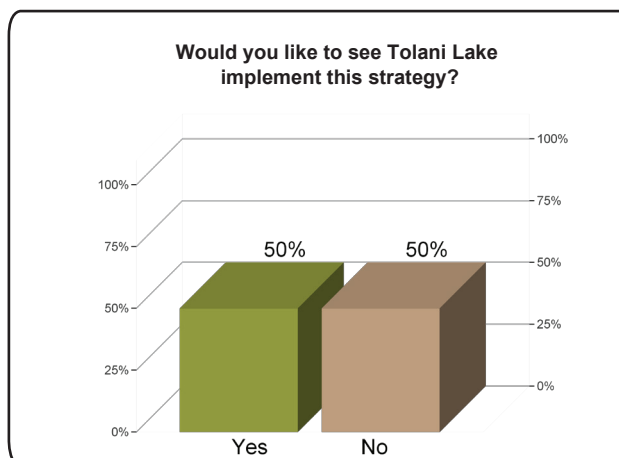
Objectives of Strategy Implementation

Tolani Lake's isolated location provides half of the ingredients necessary to successfully implement a Bedroom Community Development strategy. The other primary ingredient, proximity to population or workforce centers, becomes more challenging. Tolani Lake is just over one hour from the nearest large population center, Flagstaff Arizona, population 74,000.

Bedroom Community Development may be yet another strategy that justifies the reuse of the round houses at the Chapter.

Voice of the Community Survey Results

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



Strategy Summary

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

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

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

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

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



Findings from the Key Success Factor Analysis

The two high-scoring Key Success Factors for the Bedroom Community Development Strategy relate to the quiet and positive nature of the residential areas themselves. Overcoming the remote nature of Tolani Lake will be the most significant challenge for the successful implementation of this strategy.

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

Key Success Factor Report - Bedroom Community Development

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

The Promise Kept

The relative isolation and solitude of Tolani Lake will set the stage for a successful Bedroom Community Development strategy.



Business Recruitment

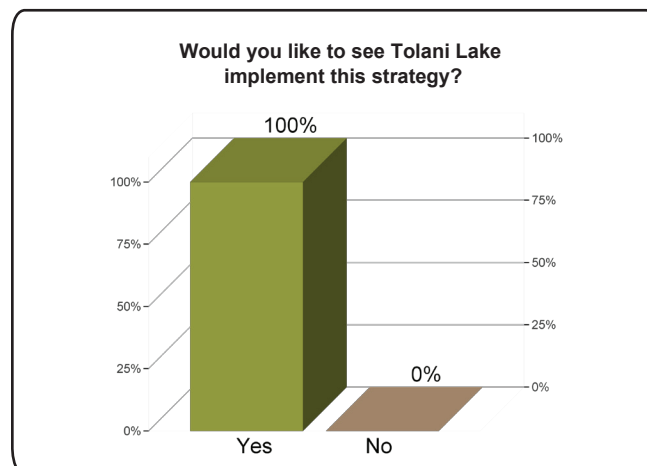
CATEGORY: General Business	RANK: 9	SCORE: 25
JOBS: 10	LIVABILITY: 2	COMPLEXITY: 10

Objectives of Strategy Implementation

Although Tolani Lake's relative isolation will make the implementation of a Business Recruitment strategy challenging, the Tolani Lake Steering Committee hopes to identify and encourage several niche businesses to consider location/expansion. Partnering with Tolani Lake Enterprises may prove beneficial in the execution of this strategy.

Voice of the Community Survey Results

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



Strategy Summary

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

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

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

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

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

The Promise Kept

Tolani Lake will target and recruit two expanded businesses to provide goods and services locally.

Findings from the Key Success Factor Analysis

13 of the 18 Key Success Factors for the Business Recruitment Strategy show a comparative disadvantage. The lack of funding, buildings and staffing must be overcome in order to successfully implement this strategy.

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

Key Success Factor Report - Business Recruitment

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



Business Retention & Expansion

CATEGORY: General Business	RANK: 12	SCORE: 20
JOBS: 10	LIVABILITY: 4	COMPLEXITY: 3

Objectives of Strategy Implementation

When considering the selection of the Business Retention and Expansion strategy, the Tolani Lake Steering Committee identified two primary business operations: 1) Tolani Lake Enterprises, and 2) the activities of the Tolani Lake Livestock Water Users Association.

Like so many of the Chapters in the Navajo Thaw Region, volunteers in Tolani Lake are hungry for new jobs and possibilities. Supporting existing business enterprises and organized efforts such as the Water Users Association underscores the desire to successfully implement this strategy.

Tolani Lake Enterprises. Aside from many independent entrepreneurs that are not registered as businesses, Tolani Lake only has two organizations that it would consider to be “businesses.” Tolani Lake Enterprises (TLE) is a 501(c)(3) corporation with a mission to strengthen food, water, and economic systems in Native communities within the Little Colorado River Watershed.

TLE is currently focused on food sovereignty initiatives and has built a coalition of partners to address specific barriers to agricultural development on the Navajo Nation. TLE has started to address issues including food policy, finding a balanced approach to food safety programs, access to water, and farm and ranch development.

Their current projects include:

- Working in the southwestern section of the Navajo Nation to develop, promote and engage in small organic market farm development. Partners include Indian Dispute Resolution Services, Dine College Land Grant Office, and Spirit Farms.
- Forming a Navajo owned co-operative non-profit for the benefit of Navajo agricultural, ranching, and craft producers in conjunction with Diné Hózhó & Cooperative Catalysis of New Mexico.

Strategy Summary

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

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

Benefits of the BR&E approach include:

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

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

- Sihasin Garden Warriors & Leaders works with local youth and community members at senior centers, backyard gardens, school gardens to build up healthy soil, drip irrigation, plant/weed identification, bug/pest control, etc.
- Workshops include traditional and contemporary growing methods, food safety, food preservation and preparation, improving the quality of sheep, and improved agricultural business practices.

In addition to TLE, the area is benefited by the Tolani Lake Livestock Water Users Association which is primarily focused on utilizing water from the Lower Colorado River to benefit the Tolani Lake area. The area is devoid of windmills that draw and help store water. In addition, the area does not have any artesian wells.



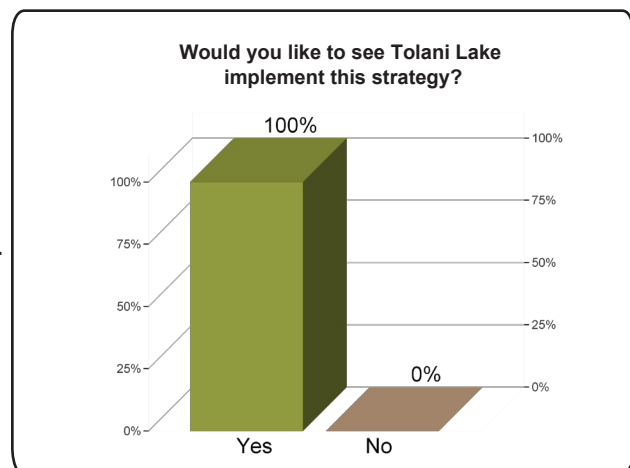
Tolani Lake Livestock Water Users Association.

The Tolani Lake Livestock Water Users Association (TLLWUA) is working to bring water 18 miles to benefit the Livestock Range. This effort has been underway since the early 1990s, coordinating with the Natural Resources Conservation Service (NRCS) and the Bureau of Indian Affairs (BIA). One of the key programs benefitting the effort is the USDA Environmental Quality Incentives Program (EQIP).

The Water Users Association is running additional lines six miles to the east to the Range Management Units (RMU). Another line will serve the Bennett Freeze portion of the Tolani Lake Chapter. That particular project is challenged because the Navajo Nation does not recognize the Navajo Partitioned Lands (NPL) and a line cannot be extended to that area until grazing permits are in place. The project is complex because it involves the Navajo Partitioned Lands, the Hopi Partitioned Lands, “Big Navajo,” and the Bennett Freeze.

Voice of the Community Survey Results

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



Findings from the Key Success Factor Analysis

Only one-third of the Key Success Factors for this strategy score above average. The Chapter does believe that it has the land and labor force to support the strategy.

The greatest challenge to implement this strategy is the lack of existing business activity. Focusing up-on the two “business organizations” (the non-profit and the Water Users Association) will be the key to success for this strategy.

KEY SUCCESS FACTOR	SCORE
Availability of land for business prospects	4
Availability of local infrastructure	4
Local, available, low-skill labor pool	3
Local, available, high-skill labor pool	3
Strong relations between economic development organization and local	2
Capable, experienced economic development professionals	1
Local pro-business climate	1
Sufficient base of local businesses	0
Access to small business financing	0
Ability to compete in a global market	0
Support from local education professionals at all levels	0
Availability of local buildings	0

Key Success Factor Report - Business Retention and Expansion

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

The Promise Kept

Tolani Lake Enterprises and the Waters Users Association will be stronger than ever through business retention and support activities.





Cultural Tourism

CATEGORY: Tourism	RANK: 24	SCORE: 8
JOB: 3	LIVABILITY: 9	COMPLEXITY: 7

Objectives of Strategy Implementation

The advent of Airbnb and other forms of online vacation home reservations inspired a Cultural Tourism discussion on a “Tolani Lake scale.” One concept would be to showcase the Navajo way of life by offering local lodging and then butchering sheep, prairie dog and other traditional Navajo food sources to welcome visitors in an authentic way.

Voice of the Community Survey Results

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

Findings from the Key Success Factor Analysis

In order for this strategy to be successfully implemented, a distinct “cultural attraction” will need to be identified and developed. In addition, the Chapter will need to organize around this strategy and to identify discretionary funding in order to successfully implement the strategy.

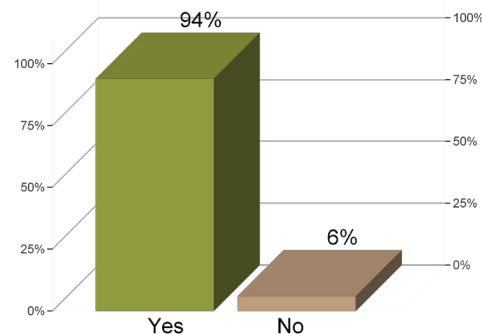
Strategy Summary

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

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

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

Would you like to see Tolani Lake implement this strategy?



KEY SUCCESS FACTOR

SCORE

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

Key Success Factor Report - Cultural Tourism

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

The Promise Kept

Tolani Lake will carve out a unique niche, successfully implementing the Cultural Tourism strategy.





Destination Tourism

CATEGORY: Tourism	RANK: 20	SCORE: 17
JOBS: 9	LIVABILITY: 4	COMPLEXITY: 9

Objectives of Strategy Implementation

The Tolani Lake Steering Committee readily acknowledges that there are no “national attractions” that would draw visitors from hundreds of miles away.

Tolani Lake does believe that it can become a destination in a small-scale way. Several specific project concepts were discussed by the Steering Committee.

First, the Steering Committee discussed an alternative to tearing down the “round houses.” These structures, which form an unusual “front door” to all travelers arriving from the west could be repurposed as destination lodging establishments. The unique structures would have a unique appeal and offer a variety of options for travelers of all nature.

A second concept that was discussed would be a coordinated trail ride from Tolani Lake to Leupp and back. Yet another project concept would be the development of an equestrian center.

Voice of the Community Survey Results

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

Strategy Summary

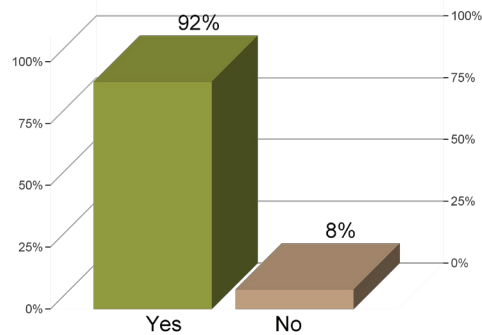
Destination Tourism is simply what its name implies: visitor attractions and destinations that have established a favorable and widespread reputation. Such destinations can exist due to unusual geographic beauty or historic significance, or they may be man-made facilities such as resorts, amusement parks,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

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

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

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

Would you like to see Tolani Lake implement this strategy?



Findings from the Key Success Factor Analysis

While the Chapter seeks to build upon its acceptance of the visitor industry and the availability of labor, the challenges to implementing this strategy relate to the distance from nationally recognized attractions, the isolation from scheduled air service and the lack of funding for promotion.

KEY SUCCESS FACTOR	SCORE
Community acceptance of the visitor industry	3
Local, available, low-skill labor pool	3
Local, available, high-skill labor pool	3
Local government support	1
Proximity to nationally recognized attractions	0
Sufficient marketing, promotion, or public relations budget	0
Sophisticated tourism development & promotion	0
Adequate housing for labor force	0
Proximity to scheduled air service	0

Key Success Factor Report - Destination Tourism

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



The Promise Kept

Tolani Lake will capitalize upon the growth of the Destination Tourism sector throughout northern Arizona by providing services and facilities of its own.



Downtown Development

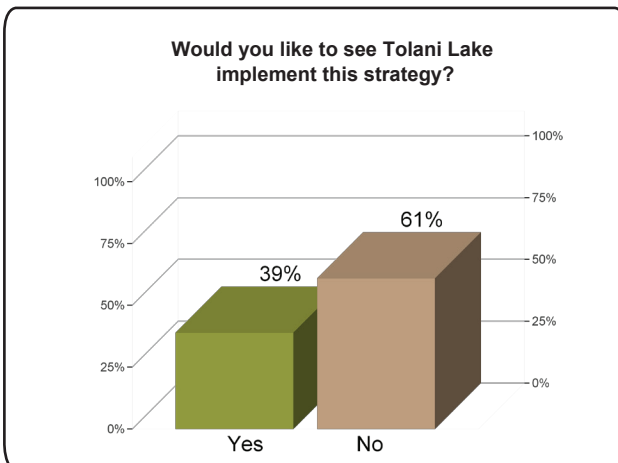
CATEGORY: Community Development	RANK: 25	SCORE: 3
JOB: 4	LIVABILITY: 6	COMPLEXITY: 6

Objectives of Strategy Implementation

The selection of the Downtown Development strategy by the Steering Committee was motivated by a vision of congregating of a variety of local businesses at one location. The types of businesses that were envisioned include a quilting store, barber shop, T-shirt sales, and a farmer's market. It was also envisioned that community celebrations and bands could create a new, positive feel for "downtown Tolani Lake."

Voice of the Community Survey Results

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



Strategy Summary

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

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

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

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

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

The Bennett Freeze portion of the Tolani Lake Chapter is also known as the 34 Area and/or the Notani Area.

Findings from the Key Success Factor Analysis

All six of the Key Success Factors for this strategy score below average. The Chapter will need to target its Downtown Development activities and show great fortitude and creativity in order to successfully implement this strategy.

KEY SUCCESS FACTOR	SCORE
Local government support	1
Recognizable central business district/downtown	0
Local funding for downtown development	0
Downtown organization and staff	0
Implementation of national Main Street Four-Point Approach™	0
Active engagement of downtown building and business owners	0

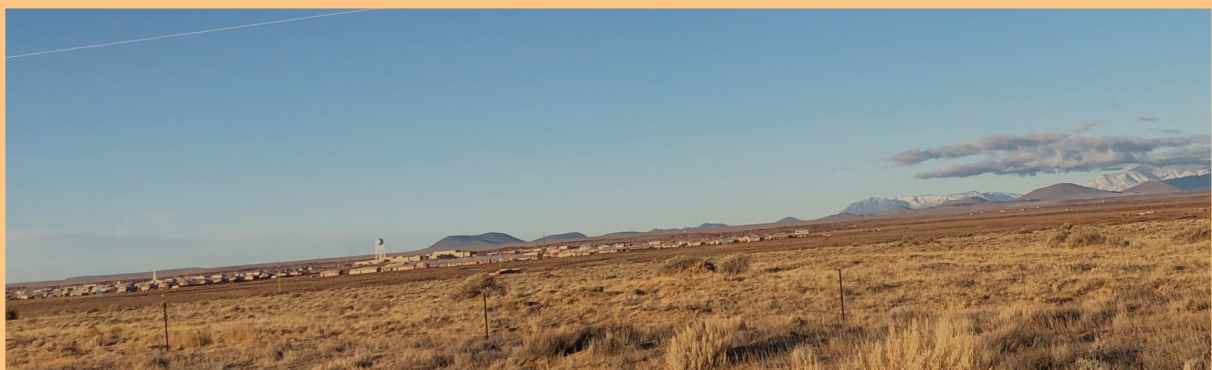
Key Success Factor Report - Downtown Development

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



The Promise Kept

“Downtown Tolani Lake” will be created by building new offices and services in and around the Chapter House.





Education Development

CATEGORY: Community Development	RANK: 16	SCORE: 20
JOB: 4	LIVABILITY: 7	COMPLEXITY: 5

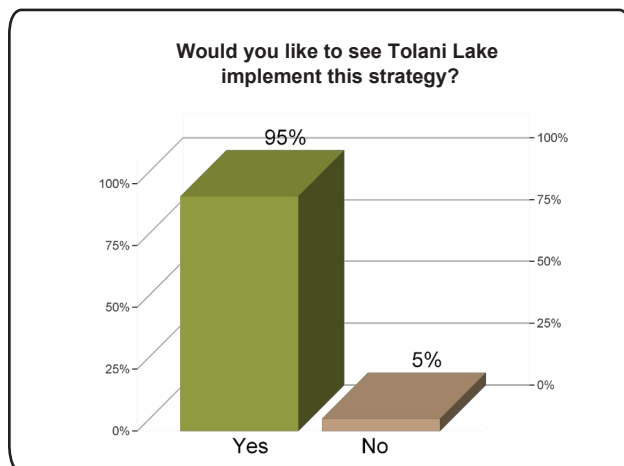
Objectives of Strategy Implementation

Tolani Lake, through its 501(c)(3) non-profit organization, Tolani Lake Enterprises, has a strong history in advocating for education and training, especially as it relates to the agricultural industry.

A variety of specialized post-secondary educational and training opportunities were envisioned including agribusiness, how to establish a co-op for sheep raising, how to sell agricultural commodities, how to sell beef to the Navajo casinos, basic marketing concepts, meat processing, feed lot operations, and a possible grant application to the First Nations Development Institute.

Voice of the Community Survey Results

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



Strategy Summary

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

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

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

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

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

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

Findings from the Key Success Factor Analysis

The Chapter may be able to capitalize on its comparative advantage of having land that could be developed for this purpose. The greatest challenge will be collaborating with an existing education service provider to make this commitment.

KEY SUCCESS FACTOR	SCORE
Land/Buildings/Campus for education development	3
Cooperation of economic development staff and educational community	2
Local government support	1
Expandable educational institution	0
Advantageous location for government or education expansion	0

Key Success Factor Report - Education Development

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



The Promise Kept

The continued focus of Tolani Lake Enterprises to build upon Navajo's agricultural heritage will form the basis for new educational facilities and offerings to the area.



Energy Development

CATEGORY: Sector-specific	RANK: 10	SCORE: 21
JOBS: 6	LIVABILITY: 3	COMPLEXITY: 9

Objectives of Strategy Implementation

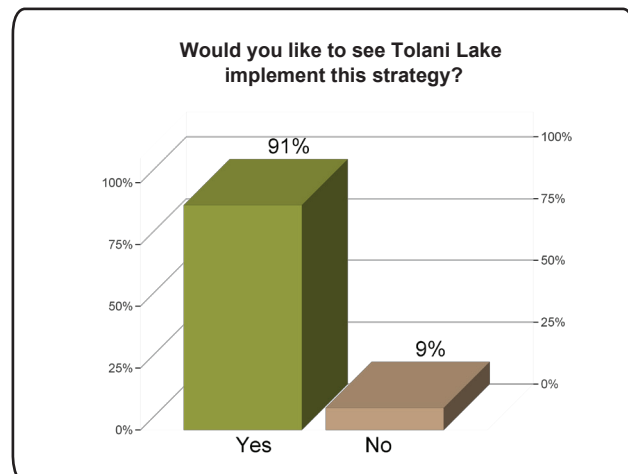
The closure of the Navajo Generating Station and the efforts by the Navajo Nation to “repurpose” the capacity of the major transmission lines that go to the energy consumers underscores the rationale for Tolani Lake to select the Energy Development strategy.

Like so much of the region, solar and wind resources are abundant at Tolani Lake. An Energy Development project is the next challenge.



Voice of the Community Survey Results

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



Strategy Summary

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

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

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

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

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

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

The Promise Kept

Tolani Lake will take a leading role in embracing new renewable energy development.

Findings from the Key Success Factor Analysis

Although seven of the eight Key Success Factors for this strategy are negative, the Steering Committee believes that it has some of the expertise needed to facilitate this strategy.

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

Key Success Factor Report - Energy Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages <hr/> Ability to secure power-purchase agreements	Slight Comparative Advantages <hr/> No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages <hr/> Ability to build a team comprised of energy-development experts Capable, experienced economic development professionals Local government support	Major Comparative Disadvantages <hr/> Availability of energy resources Access to large-scale capital Proximity to transmission lines with excess capacity Supportive state energy policies and incentives
<p>The Nez-Lizer Administration is working to position the Navajo Nation in the driver's seat to determine its own energy future consistent with the Administration's Háyookkááł Proclamation. Also known as the Navajo Sunrise Proclamation, this policy creates a new economic vision for the Navajo people through the healing of land, fostering clean energy development, and providing leadership for the energy market for the Navajo people.</p> <p>The Navajo Sunrise Proclamation is based upon four principles:</p> <ol style="list-style-type: none"> 1. A diverse energy portfolio, creating workforce development and job creation for the Navajo People from focused carbon-based energy to renewable energy development 2. Restoration of land and water after decades of uranium and coal mining 3. Rural electrification of homes that lack access to electricity 4. Utility-scale renewable energy development to supply electricity to the Navajo Nation and the Western United States <p>In December 2019, the Navajo Nation approved \$1.9 million to secure the rights to 500 megawatts along the Navajo Generating Station transmission lines that would allow the Nation to earn revenue from the use or marketing of transmission of electrical power.</p>	



Entrepreneurial Development

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

Objectives of Strategy Implementation

Like so many Chapters within the Navajo Thaw Region, Tolani Lake selected Entrepreneurial Development to support and establish vending activity.

Most likely, if this strategy were implemented, it would support vending activity along the highway between Leupp and Kykotsmovi. This strategy could be coupled with the Pass-through Visitor Services strategy to support business-minded people to generate incomes through entrepreneurial activity.



available through ONABEN. The Navajo Thaw Support Team, through Building Communities, has successfully applied for federal funding to implement the Indianpreneurship programming at another Navajo Chapter, Nahata Dził Commission Governance. Expanding the programming to Tolani Lake and the Navajo Thaw Region is the next likely step to support the Navajo Thaw Implementation Plan.

An interesting business sector for Tolani Lake could be clothing production. To step into the Tolani Lake Chapter House during a community meeting is to observe first-class, locally-made clothing. The expertise for native clothing production is so profound that their product has made its way into inter-national markets in Santa Fe, New Mexico. The family producing such beautiful clothing is interested in teaching others this skill that has benefitted so many for generations.

Strategy Summary

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

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

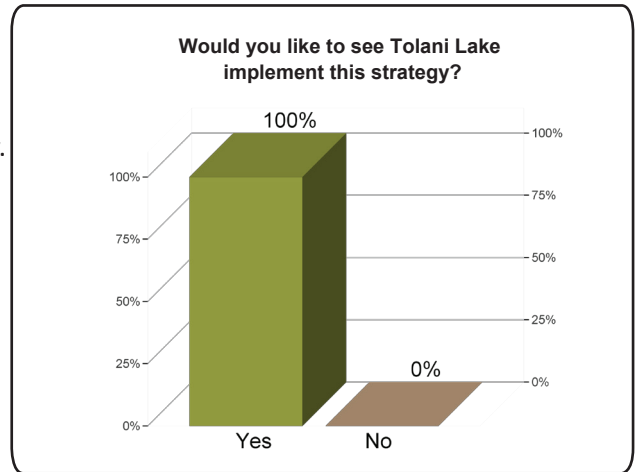
Often referred to as microenterprise development, some programming exists to assist businesses with access to capital, resources for labor force improvement, business coaching and/or partnerships with local educational institutions.

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

This strategy could be implemented by coordinating with Change Labs, a Tuba City-area-based initiative to support business startups. Another approach might be to capitalize upon the availability of the Indianpreneurship programming that is made

Voice of the Community Survey Results

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



Findings from the Key Success Factor Analysis

Between the Water Users Association and the non-profit, Tolani Lake believes that it does have a sufficient base of entrepreneurs to serve. The remainder of the factors are challenging, especially the lack of business training services and internet capacity.

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

Key Success Factor Report - Entrepreneurial Development

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

The Promise Kept

Tolani Lake will participate in a Navajo Thaw-wide effort to bring business planning assistance to the Navajo People.





Environmental Restoration

CATEGORY: Sector-specific	RANK: 4	SCORE: 46
JOB: 4	LIVABILITY: 3	COMPLEXITY: 4

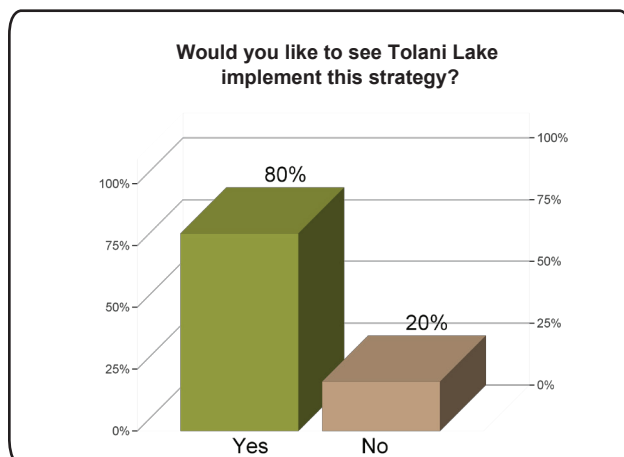
Objectives of Strategy Implementation

There were two areas of the Tolani Lake Chapter that inspired the selection of the Environmental Restoration strategy. First, the Steering Committee identified the former site of the Tolani Lake Day School which is now only a pile of rubble from the building's glory days in the 1940s and early 1950s. The Steering Committee believes that this area should be restored and potentially reused given its prominent location within the community.

The second Environmental Restoration-related project might relate to the cleanup and demolition or reuse of the Round Houses. Currently, the structures are unsafe and a sad reminder of "what could have been."

Voice of the Community Survey Results

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



Strategy Summary

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

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

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

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

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

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

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



Findings from the Key Success Factor Analysis

The combination of existing brownfield sites and good relations with Navajo and federal political leadership gives hope to the Chapter that this strategy can be successfully implemented. The greatest challenge will be accessing the funding needed to implement the strategy.

KEY SUCCESS FACTOR	SCORE
Availability of brownfield sites	3
Strong state and/or federal legislative delegation	3
Capable, experienced economic development professionals	1
Local government support	1
Access to large-scale capital	0

Key Success Factor Report - Environmental Restoration

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



The Promise Kept

The Tolani Lake Day School and existing Round House locations will be restored and reused for great benefit to the residents of the Tolani Lake area.



Health Care Expansion

CATEGORY: Community Development	RANK: 2	SCORE: 63
JOB: 5	LIVABILITY: 7	COMPLEXITY: 6

Objectives of Strategy Implementation

The Tolani Lake Steering Committee is aware of the proposed development of health care facilities at Dikon. The \$140 million investment is underway, and the facility will be important to the community.

Tolani Lake has additional objectives in selecting and implementing a Health Care Expansion strategy. First, Tolani Lake would like to have greater availability of services of the mobile health vehicle. A second goal would be to have greater support from the Community Health Representative. Tolani Lake believes that they have less representation/engagement with their Community Health Representative than they did a decade or so ago.

Next, Tolani Lake is impressed with the small satellite facility in Leupp that is operated by Indian Health Services. A similar facility/service would be welcomed at Tolani Lake.

Finally, Tolani Lake would like to see the development and operations of a rest home for elderly based in the Bennett Freeze portion of the Chapter.

Voice of the Community Survey Results

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

Strategy Summary

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

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

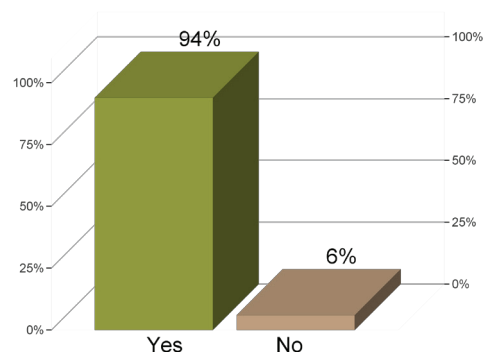
National trends have a significant impact on health care, especially in rural communities. Mergers and acquisitions create a dynamic where there are fewer health care conglomerates controlling hospitals dispersed throughout the country.

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

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

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

Would you like to see Tolani Lake implement this strategy?



Findings from the Key Success Factor Analysis

Tolani Lake has confidence in the capacity and financial strength of the IHS-funded facilities at Winslow and Dilkon which give hope for the successful implementation of this strategy. The major investment at Dilkon will require the Chapter to identify a “health care niche” in order to successfully implement this strategy.

KEY SUCCESS FACTOR	SCORE
Competent, strategic-minded hospital and health-care executives	4
Strong community support	4
Financially sound existing health care facility	3
Local, available, low-skill labor pool	3
Local, available, high-skill labor pool	3
Existing excellence in local health care	2
Sufficient marketing, promotion, or public relations budget	0
Prospect of an expanded geographic market for health care	0



Key Success Factor Report - Health Care Expansion

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

The Health Care services for the region focus on many systemic health issues such as diabetes, obesity, blood pressure issues, dialysis and impacts from being a “down winder” (air contaminants).

Health Care programming is focused upon the “social determinants of health.” Social determinants of health are the conditions in which people are born, grow, live, work and age. They include factors such as socioeconomic status, education, neighborhood and physical environment, employment, and social support networks, as well as access to health care. These social determinants include the availability and quality of housing, educational services (especially pre-natal), financial conditions and stability, depression/alcoholism/drug use, quality and healthy food, and life style/inactivity.

The Promise Kept

Increased mobile services and participation by Community Health Representatives will benefit the Tolani Lake area.





Infrastructure Development

CATEGORY: Other	RANK: 17	SCORE: 19
JOB: 2	LIVABILITY: 4	COMPLEXITY: 3

Objectives of Strategy Implementation

The Tolani Lake Steering Committee selected the Infrastructure Development strategy for the same reason that all other Chapters in the Navajo Thaw Region selected this strategy: infrastructure improvements are critical, especially power line extensions and water to the Notani Area.

Tolani Lake would also like to see improvements in the road from Tolani Lake to Tuba City. Securing and utilizing Sihasin Funds for the road improvement is a high priority. Currently, there is a challenge to overcome with respect to the Navajo Participation Land (NPL) boundary and how it associates with Navajo Nation land and Hopi land. The land control issue has slowed the development of this project for years.

A second road improvement would be on Indian Route 6810 to Bird Springs. This road, when developed, would provide a “shortcut” for travelers with a destination of Dilkon or Winslow.

Lastly, the Tolani Lake Chapter’s name sake needs to be restored with a “non-traditional infrastructure project.” Like the type of work typically performed by the Army Corp of Engineers (ACE), community leaders at Tolani Lake would like to see the environmental health of the lake restored. Once a water body, Tolani Lake is in need of having its water source restored. Many washes have historically drained into the lake bed, most notably the Oraibi Wash. Prior to the time of the Navajo-Hopi land dispute, the Oraibi Wash drained into Tolani Lake and created and sustained the water body. The Tolani Lake Chapter would like to see the planning and development work enhanced to restore the lake itself.

Strategy Summary

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

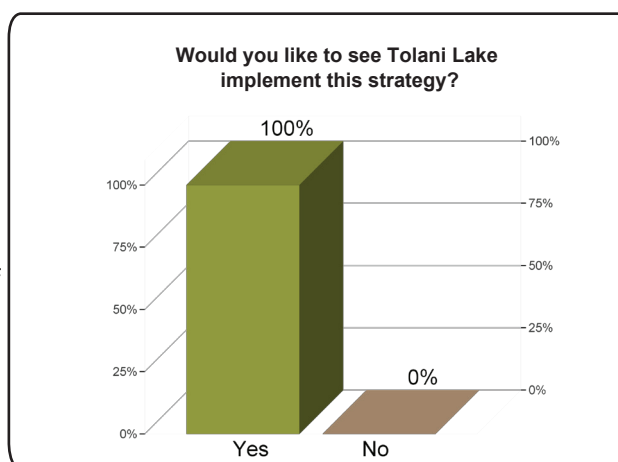
Although “infrastructure development” is an economic development strategy, it is typically viewed of a means-to-an-end in terms of providing the necessary input for other strategies to be successful.

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

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

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

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



Voice of the Community Survey Results

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

Findings from the Key Success Factor Analysis

The Steering Committee recognizes that additional expertise will be necessary in order to successfully implement this strategy.

KEY SUCCESS FACTOR

SCORE

Community support for needed infrastructure rate increases	2
Accurate, long-term analysis of infrastructure needs and costs	1
Access to long-term infrastructure loans and grants	0
Team approach to infrastructure finance	0

Key Success Factor Report - Infrastructure Development

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



The Promise Kept

In addition to the full investment in the Capital Improvement Plan, Tolani Lake itself will be environmentally and functionally restored.





Leading-edge Development

CATEGORY: Sector-specific	RANK: 13	SCORE: 20
JOBS: 6	LIVABILITY: 4	COMPLEXITY: 7

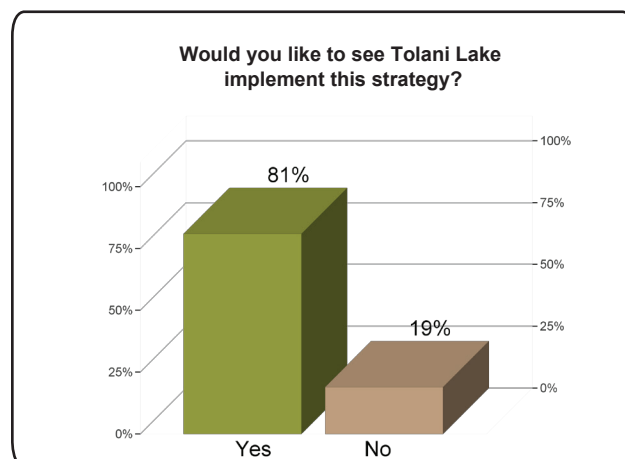
Objectives of Strategy Implementation

The Tolani Lake Steering Committee believes that the implementation of a Leading-edge Development strategy is viable, especially given the track record of Tolani Lake Enterprises.

With the help of the non-profit corporation, Tolani Lake could play a very creative role in the Navajo Thaw Region by attracting funding for cutting-edge projects in the agriculture, energy and government sectors.

Voice of the Community Survey Results

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



Strategy Summary

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

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

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

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

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

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



Findings from the Key Success Factor Analysis

With only five of the 18 Key Success Factors being above average for this strategy, the Steering Committee recognizes that it must overcome its relative isolation, lack of telecommunications infrastructure and lack of discretionary funding in order to implement this strategy.

The Promise Kept

Tolani Lake will find a creative niche in the agriculture sector in order to implement this high-tech strategy.

KEY SUCCESS FACTOR

SCORE

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

Key Success Factor Report - Leading-edge Development

STRENGTHS TO BUILD UPON

Major Comparative Advantages

Sufficient local entrepreneurial base
Availability of land for business prospects
Availability of local infrastructure

Slight Comparative Advantages

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

CHALLENGES TO OVERCOME

Slight Comparative Disadvantages

Capable, experienced economic development professionals
Local government support

Major Comparative Disadvantages

High availability of urban services
Access to large-scale capital
Competitive recruitment incentives
Dedicated local financial resources for staffing recruiters
Ability to compete in a global market
Supportive post-secondary education training program
Adequate telecommunications infrastructure
Proximity to scheduled air service
Proximity and access to markets
Availability of local buildings



Local/Regional Tourism

CATEGORY: Tourism	RANK: 14	SCORE: 20
JOBS: 3	LIVABILITY: 8	COMPLEXITY: 3

Objectives of Strategy Implementation

Tolani Lake holds its annual Senior Fest in May or June of each year. Participation from people from all Chapters in Western Agency participate in this celebration. The activity is held in and around the Sen-ior Center, and lunch is served and local music is offered. A traditional singer is then the main attrac-tion supporting a song-and-dance celebration. The event also features small contests and games.

The implementation of this Local Regional Tourism strategy would serve to expand the current event, and then work to establish and promote a second annual event at Tolani Lake.

Strategy Summary

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

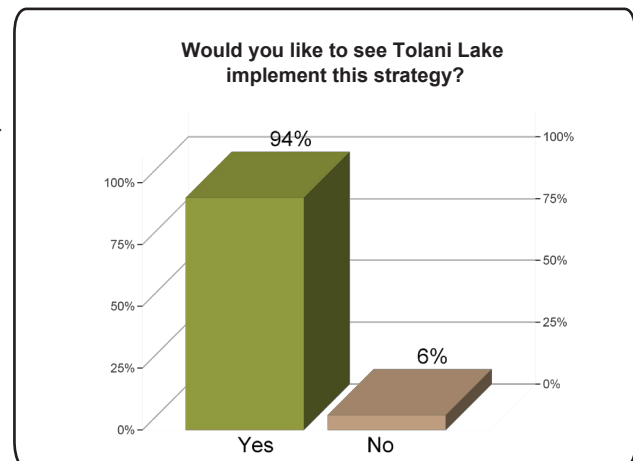
Many communities have successful weekend events designed to celebrate the community's history and/or culture. These events have potential to draw people from a county or two away.

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

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

Voice of the Community Survey Results

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



Findings from the Key Success Factor Analysis

The two Key Success Factors that score at or above average relate to the willingness and ability of the people to implement this strategy. The Chapter will have to identify and secure discretionary funding in order to successfully implement the strategy.

KEY SUCCESS FACTOR	SCORE
Strong community support	4
Relative sophistication in coordinating and marketing local events	2
Local recreational and visitor attractions	0
Sufficient marketing, promotion, or public relations budget	0

Key Success Factor Report - Local/Regional Tourism

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



The Promise Kept

Senior Fest will grow and expand, while a new community celebration will be added to the community civic calendar.





Pass-through Visitor Services

CATEGORY: Tourism	RANK: 15	SCORE: 20
JOBS: 2	LIVABILITY: 7	COMPLEXITY: 1

Objectives of Strategy Implementation

Although a Pass-through Visitor Services strategy would not likely be successful in or near the Chapter House, an opportunity for the Chapter exists to develop at the intersection with the road that connects Leupp to Kykotsmovi. This vast stretch of desolate road would provide the opportunity to intercept visitors on their way to and from Hopi.

Voice of the Community Survey Results

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



Strategy Summary

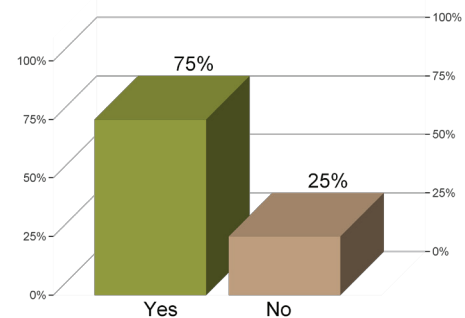
Depending on a community's proximity to major interstates, highways, scenic byways, and other significant travel routes, communities can enjoy the benefits of non-destination visitor expenditures.

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

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

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

Would you like to see Tolani Lake implement this strategy?



Findings from the Key Success Factor Analysis

An analysis of the Key Success Factors for this strategy underscores the need to overcome the relative isolation of the Chapter and to “reorient” the people to capitalize upon the prospect of expenditures from visitors.

The Steering Committee does believe that it has an adequate labor force in order to implement this strategy.

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

Key Success Factor Report - Pass-through Visitor Services

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

The Promise Kept

Tolani Lake will develop the land at the junction with the highway to Leupp and Kykotsmovi to provide goods and services to area travelers.



Value-added Agriculture

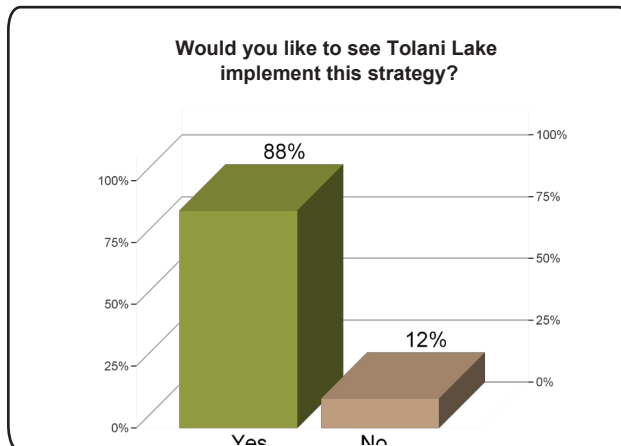
CATEGORY: Value-added	RANK: 3	SCORE: 49
JOBS: 9	LIVABILITY: 2	COMPLEXITY: 9

Objectives of Strategy Implementation

The Tolani Lake economy is characterized by ranching. Because of the extremely limited water supply, livestock rotation practices are increasing within the area. Increasingly, supplements are needed for the livestock for healthy and effective production. Local ranchers work closely with the USDA Natural Resources Conservation Service (NRCS) to develop and implement herd strategies and to improve cattle blood line. The cattlemen coordinate with the Navajo Beef program. In addition, farming opportunities include corn, squash, lettuce, chilies and potatoes.

Voice of the Community Survey Results

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



Strategy Summary

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

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

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

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

The Promise Kept

Tolani Lake will use its focus and expertise on the agricultural sector to continue to successfully advance and implement agriculture-based projects of benefit to the Chapter and region.

Findings from the Key Success Factor Analysis

A relatively high scoring strategy, over half of the Key Success Factors scored above average. Challenges relate to funding, buildings and expertise in order to successfully implement the strategy.

KEY SUCCESS FACTOR

SCORE

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

Key Success Factor Report - Value-added Agriculture

STRENGTHS TO BUILD UPON

Major Comparative Advantages

Availability of land for business prospects
Availability of local infrastructure

Slight Comparative Advantages

Proximity to large volumes of agricultural commodities
Ability to successfully market materials
Local, available, low-skill labor pool
Local, available, high-skill labor pool

CHALLENGES TO OVERCOME

Slight Comparative Disadvantages

No Entries

Major Comparative Disadvantages

Access to large-scale capital
Proximity and access to markets
Ability to understand industry trends and opportunities
Excess water and sewer infrastructure capacity
Availability of local buildings



Section 3:

Quality-of-Life Initiatives

Quality-of-Life Initiatives

- **Becoming a Certified Chapter**
- **Community Building in the Bennett Freeze Area**
- **Round Houses**
- **Rural Addressing**

Quality-of-Life Initiatives

Background

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

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

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

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

Initiatives Selected by Tolani Lake

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

Becoming a Certified Chapter

Tolani Lake has never been a certified Chapter, but the current local leadership has the desire to gain that status. In order to do so, Chapter leaders are reviewing their financial statements, respecting procurement requirements, and maintaining fiscal integrity. The Chapter recognizes the Five Management System (FMS) and is working to update its Community Land Use Plan.

Community Building in the Bennett Freeze Area

One of the top priorities of the residents living in the Bennett Freeze portion of the Tolani Lake Chapter would be to have access to a public building that could be used for gatherings, celebrations, parties, etc.

Currently, there is no place for any congregation in the Bennett Freeze portion of the Chapter. Leaving the elderly home alone while tending to ranching operations creates an unsatisfactory condition at best, and a dangerous situation at worst. The 56-mile roundtrip into Tolani Lake necessitates the plans for such a community building.



Round Houses

Anyone encountering Tolani Lake for the first time will be struck by the unique “round houses” that shape the eastern edge of the community. The dilapidated never-used housing clusters were the vision of an entrepreneur, Ron White, who established three nonprofits and received Housing and Urban Development (HUD) funding in 2003 to develop the housing units. Although the housing construction was



completed, it never received a certificate of occupancy. The structures have been pillaged (especially all the copper) and condemned. It is understood that the Navajo Housing Authority will tear down the units in the near future.

Rural Addressing

Like so many people at the Navajo Nation, the lack of a rural addressing system causes great difficulty and hardship for the people who live in the remote areas — especially the Navajo Thaw Region. The lack of a rural

addressing system makes it difficult if not impossible for area residents to receive packages. When such packages contain essentials medicines, the matter becomes life threatening.

Home Replacement Project

Although the percentage of the land in the Tolani Lake Chapter that is actually in the Bennett Freeze is small, the condition of the homes within the portion of the Tolani Lake Chapter within the Bennett Freeze area can best be described as “complete deterioration, replacement needed.”

It is for this reason that one of the top priorities for the Tolani Lake Chapter is the replacement of the homes within the Navajo Thaw Region portion of the Tolani Lake Chapter.



Section 4:

Chapter Demographics

Chapter Demographics

Census Data

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

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

Generations ago, Tolani Lake was a water body. Today, primarily due to the buildup of silt, Tolani Lake is dry. Tolani Lake is fed by several washes including the Oraibi Wash, Jeddito Wash, Dinnebito Wash and the Polacca Wash.

Tolani Lake Chapter

Tribal Subdivision in: [United States](#)

703

Population

344 square miles

2 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.

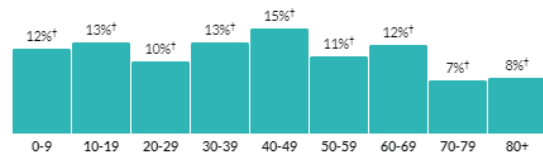
Age

40.9

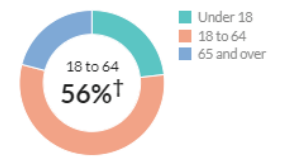
Median age

about 10 percent higher than the figure in United States: 37.9

Population by age range

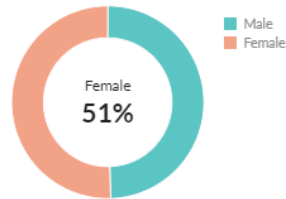

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Population by age category

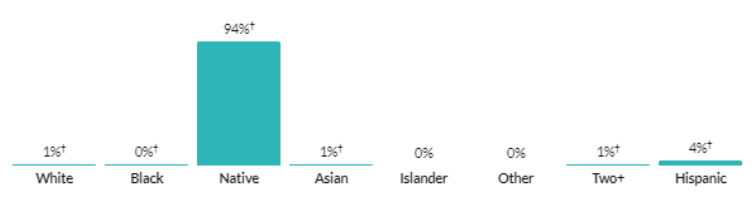

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† Margin of error is at least 10 percent of the total value. Take care with this statistic.

Sex


[Show data / Embed](#)

Race & 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

\$13,205

Per capita income

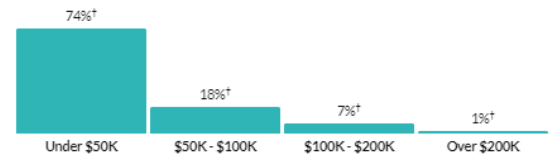
about two-fifths of the amount in United States: \$32,621

\$24,063

Median household income

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

Household income


[Show data / Embed](#)

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

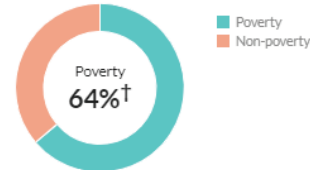
Poverty

45.1%

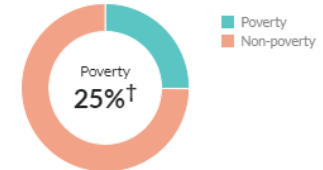
Persons below poverty line

more than double the rate in United States: 14.1%

Children (Under 18)


[Show data / Embed](#)

Seniors (65 and over)


[Show data / Embed](#)

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

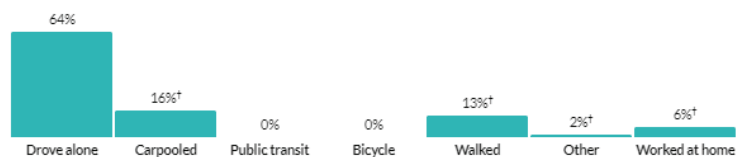
Transportation to work

49.1 minutes

Mean travel time to work

nearly double 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.

† 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.

Households

204

Number of households

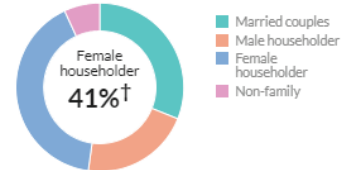
United States: 119,730,128

3.3

Persons per household

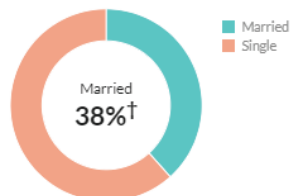
about 25 percent higher than the figure in United States: 2.6

Population by household type



[Show data / Embed](#)

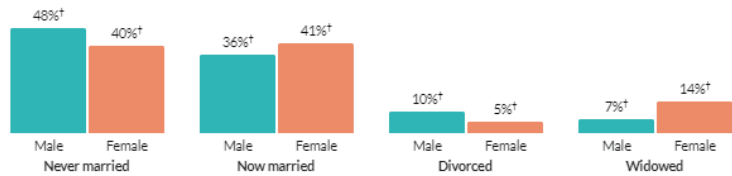
Marital status



* Universe: Population 15 years and over

[Show data / Embed](#)

Marital status, by sex



[Show data / Embed](#)

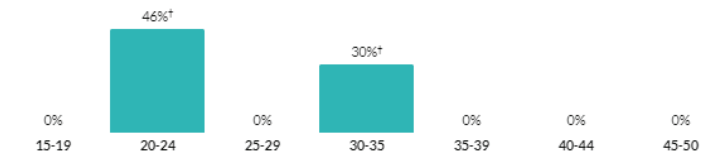
Fertility

8%

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](#)

Housing

† 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.

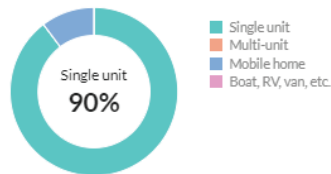
Units & Occupancy

204

Number of housing units

United States: 136,384,292

Types of structure



Value

\$61,300

Median value of owner-occupied housing units

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

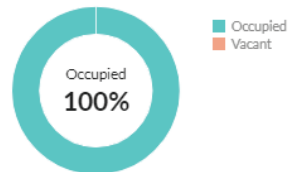
Geographical mobility

13.7%

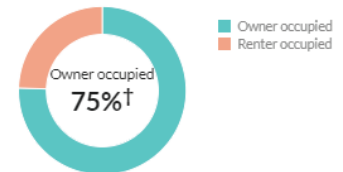
Moved since previous year

a little less than the rate in United States: 14.5%

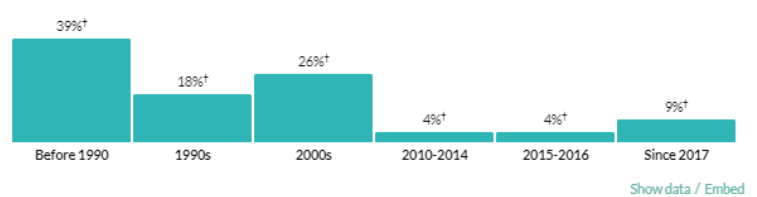
Occupied vs. Vacant



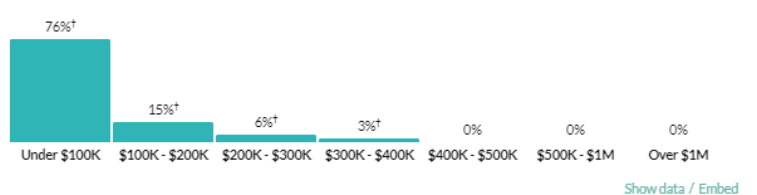
Ownership of occupied units



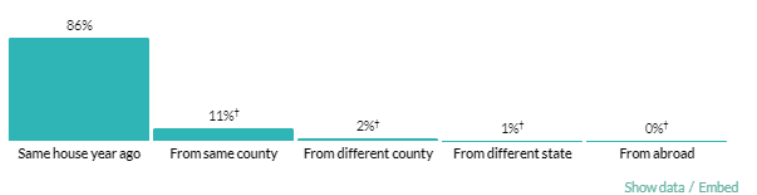
Year moved in, by percentage of population



Value of owner-occupied housing units



Population migration since previous year



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

66.6%

High school grad or higher

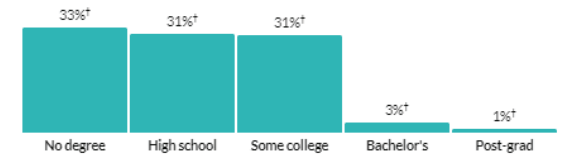
about three-quarters of the rate in United States: 87.7%

4.4%

Bachelor's degree or higher

less than a fifth of the rate in United States: 31.5%

Population by minimum level of education



* Universe: Population 25 years and over

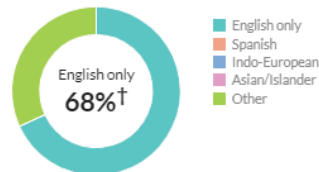
[Show data / Embed](#)

Language

N/A

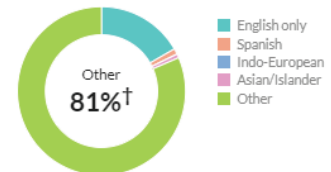
Persons with language other than English spoken at home

Language at home, children 5-17



[Show data / Embed](#)

Language at home, adults 18+



[Show data / Embed](#)

Place of birth

0.6%

Foreign-born population

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

Place of birth for foreign-born population



[Show data / Embed](#)

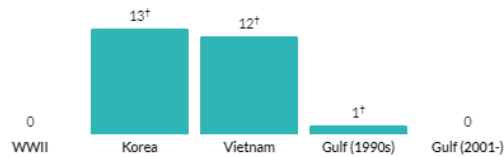
Veteran status

4.6%

Population with veteran status

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

Veterans by wartime service



* Civilian veterans who served during wartime only

[Show data / Embed](#)

25 Total veterans

25 Male

N/A Female

Interact with charts and statistics for [margins of error](#) and additional information.

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	\$80,358	34.2%
Company Stipends	\$27,991	11.9%
General Liability	\$271	0.1%
Personnel	\$90,369	38.5%
Special Revenue	\$35,021	14.9%
Workers Compensation	\$544	0.2%
Workers Compensation Chapter Offices	\$336	0.1%
TOTAL:	\$234,890	100%

Section 6:

Capital Improvement Plan (CIP)

Capital Improvement Plan (CIP)

Overview

The Tolani Lake Chapter has identified 11 projects that comprise the Tolani Lake Infrastructure Capital Improvement Plan (CIP) listing. This list is included in the Tolani Lake Community Land Use Plan (CLUP). The 11 projects are described below.

1. Senior Center Renovation or Replacement

The top priority project for Tolani Lake is the renovation or replacement of the Senior Center. The project is currently being reviewed by the Navajo Nation Division of Community Development to determine if the facility is structurally sound. If the structure is sound, the project would be targeted for renovation. If there are structural issues with the building, the plan would be to demolish the facility and build a new facility.



2. Yadeeskid Waterline Project

The second priority project to the Senior Center is the Yadeeskid Waterline Project. This project is approximately three miles north of the Chapter House and would benefit Relocates from the HPL area.

3. Powerline Extension for the Bennett Freeze Area (24 Area)

The top priority project benefiting the Bennett Freeze portion of the Tolani Lake Chapter would be a powerline project in the Rockhead region that would benefit eight home sites. The project is before the CBDG Office. If funding is not committee through that office, it will be directed to Tony Robbins in the Western Agency Office of the Bureau of Indian Affairs.

4. Multipurpose Renovation

The fourth priority project would be the renovation of a facility that is a part of the Tolani Lake Chapter compound. The project could involve improvement to the heating and cooling system.

5. Veterans Building

The Chapter's Veterans Committee desires to develop their own facility. The veterans are requesting a 2,400

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.

square foot facility (40' x 60'). This would be within the Chapter compound and therefore no clearances would be needed except for utility verification.

6. Motor Grader

The Chapter has about 30 miles of dirt road that needs consistent grading, especially along the bus routes. There are times in the past where the Bureau of Indian Affairs has not been able to maintain the road. Acquisition of the motor grader would give the Chapter greater capacity to maintain the transportation infrastructure.

7. Chapter Parking Lot

Currently just “dirt parking,” the Chapter desires to have the Chapter compound parking lot paved, including handicap ramps and handicap access drop-off points.

8. Chapter Masterplan

After the recertification of the Community Land Use Plan (CLUP), the Chapter desires to develop a Masterplan for the development of the intersection of Route 24 and Route 2.

9. Transfer Station

Although Chapter residents have long desired the establishment of a transfer station, the project has not advanced to date. It remains on the list.

10. Agriculture

A local organization called Tolani Lake Farms is looking to make agricultural use of the old lake bed. The project is being coordinated with Tolani Lake Enterprises.

11. Tolani Lake Livestock and Water Users Association

An ongoing project, the Tolani Lake Livestock and Water Users Association is working to draw water through a waterline to benefit ranching and agricultural practices. The initial project is a six-mile waterline that could be extended in the future to benefit the Bennett Freeze portion of the Chapter.



INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Tolani Lake

Capital Project Description

Year Rank:

2020 - 1

2021 - 2026

Project ID:

PDCNPFLTSCP51109-000983

Project Title:

Plan, design, construct new parking lot for Tolani Lake Sr. Center & Preschool

Contact Name:

Leland Dayzle

Contact Phone:

928-686-3265

Contact Email:

lkdayzie@navajochapters.org

Project description:

To plan, design, and construct a new parking lot for the Tolani Lake Senior Center and the Tolani Lake Pre-School. The parking lots are connected, as both buildings are within approx 100 feet apart, on the same tract.

Statement of Need:

The parking lots for the Tolani Lake Senior Center and Tolani Lake Pre-School will need pavement. When inclement weather settles, especially the winter months and monsoon season, these parking lots get muddy and rutted, making it impassable for elders to into the Sr Center for their meals. It also makes it difficult for the pre-school bus to park conveniently for the children.

Project Location:

Tolani Lake Chapter Tract

Secured and Potential Funding Budget

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

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Pre-design	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$111,000	\$0	\$0	\$0	\$0	\$0	\$111,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$111,000	\$0	\$0	\$0	\$0	\$0	\$111,000

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

Tolani Lake

Capital Project Description

Year Rank:

2020 - 2

2021 - 2026

Project ID:

PDCWLMNOTLCYM51109-000984

Project Title:

Plan, Design, Construct Water Line 10 Miles N of Tolani Lake Chapter (Yaadeesk'idi Mesa)

Contact Name:

Valerie Kelly

Contact Phone:

928-686-3265

Contact Email:

VKelly1966@gmail.com

Project description:

Extend water line 10 Miles North & Northeast of the Tolani Lake Chapter Tract.

Statement of Need:

Current resident have been without running water for over 20 years. People haul their own water for their daily needs and livestock. The majority of these residents are elders.

Project Location:

15 Miles NE of Tolani Lake Chpt

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 Other		No		
Navajo Nation	NN CIP General Funds		No		

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Pre design	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$256,000	\$256,000	\$0	\$0	\$0	\$0	\$512,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$256,000	\$256,000	\$0	\$0	\$0	\$0	\$512,000

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

Tolani Lake

Capital Project Description

Year Rank:2020 - 3

Project Title:NW Powerline Extension

Contact Name:Valerie Kelly

Project description:Pln, dsgn, cnstr, powerline to approx 25 miles north west of the Tolani Lake Chapter

Statement of Need:There are no electrical power to approx 7 homes north west of the Tolani Lake Chapter. The residents have been without power for over 20 years.

Project Location:Tolani Lake NW Area

2021 - 2026

Project ID:NPE51109-000881

Contact Phone:928-686-3265

Contact Email:VKelly1966@gmail.com

Secured and Potential Funding Budget

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Planning / Pre design	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$0	\$525,000	\$0	\$0	\$0	\$0	\$525,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$675,000	\$0	\$0	\$0	\$0	\$675,000

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

Tolani Lake

Capital Project Description

Year Rank:2020 - 4

Project Title:Purchase Motor Grader

Contact Name:Valerie Kelly

Project description:Purchase a new motor grader - to grade / repair roads during inclement weather; For emergency road situations

Statement of Need:During inclement weather, roads become impassable. Elders live out in the remote areas of the Tolani Lake boundaries usually need help getting out. We have people living in the Navajo Partition Land (NPL), Former Bennett Freeze Area (FBFA), White Grass, and Yaa deeskidi Mesa areas that require emergency road assistance every year.

Project Location:Tolani Lake

2021 - 2026

Contact Phone:928-686-3285

Contact Email:Tolanilake@navajochapters.org

Project ID:PMG51109-001364

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Chapter	Chapter CIP Funds		No		
Navajo Nation	NN Emergency/Disaster 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	\$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		\$130,000	\$0	\$0	\$0	\$0	\$0	\$130,000
Total			\$130,000	\$0	\$0	\$0	\$0	\$0	\$130,000

Annual Operating Budget: (Entity Responsibility)

	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total for next 6 years
Operating / Maintenance	\$20,000	\$0	\$0	\$0	\$0	\$0	\$20,000
Operating Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$20,000	\$0	\$0	\$0	\$0	\$0	\$20,000

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Tolani Lake

Capital Project Description

Year Rank: 2021 - 1 **2021 - 2026** **Project ID:** PDCCRP51109-000981

Project Title: Plan, Design, Construct Community Recreation Park

Contact Name: Valerie Kelly **Contact Phone:** 928-686-3265 **Contact Email:** VKelly1966@gmail.com

Project description: The Tolani Lake chapter is requesting a new recreation park for the community to improve the health of youth and elders.

Statement of Need: Due to increasing diabetes in the community, especially among youth and elders, we are requesting a new recreation facility for exercise regiments

Project Location: within chapter tract

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Federal	CDBG		No		
Navajo Nation	NN Matching CIP Funds		No		
Federal	AML		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	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Planning / Pre-design	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$0	\$456,000	\$0	\$0	\$0	\$0	\$456,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$466,000	\$0	\$0	\$0	\$0	\$466,000

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

Tolani Lake

Capital Project Description

Year Rank:2021 - 2

Project Title:Plan, design, construct new parking lot for the Tolani Lake Chapter House

Contact Name:Valerie Kelly

Project description:Tolani Lake Chapter parking lot pavement

Statement of Need:The parking lot will need to be paved with handicap access points. The parking lot gets muddy and rutted due to inclement weather during monsoon season and the winter months. This makes it impassable for some of our handicap elders to enter the chapter compound.

Project Location:Tolani Lake Chapter Tract

2021 - 2026

Project ID:PDCNPLFTTLCH51109-000982

Contact Phone:928-686-3265

Contact Email:VKelly1966@gmail.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 Bonds		No		
Navajo Chapter	Chapter General Funds		No		
Federal	AML		No		
Navajo Nation	NN Fuel Excise Tax Funds		No		

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Pre-design	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$0	\$195,000	\$0	\$0	\$0	\$0	\$195,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$195,000	\$0	\$0	\$0	\$0	\$195,000

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

Tolani Lake

Capital Project Description

Year Rank:2022 - 1

Project Title:Withdrawal of Tolani Lake Gravel Pit tract

Contact Name:Valerie Kelly CSC

Project description:Tonali Lake community will need an all purpose gravel pit for road construction, housing construction, under ground untily lines, sewer sytems. It will be a source of income for Tolani Lake

Statement of Need:The pit will service as an all-purpose gravel pit for road construction, housing construction, under ground untily lines, sewer sytems. The pit is located 2 miles east of the Tolani Lake Chapter Tract.

Project Location:East of Chapter House

2021 - 2026

Contact Phone:928-686-3265

Project ID:WOTLGPT51109-001805

Contact Email:VKelly1966@gmail.com

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Federal	USDA		No		
Federal	Fed Grants		No		
Federal	BIA		No		
Navajo Nation	NN Fuel Excise Tax Funds		No		
Federal	AML		No		

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$0	\$0	\$65,000	\$0	\$0	\$0	\$65,000
Planning / Predesign	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	No		\$0	\$0	\$650,000	\$0	\$0	\$0	\$650,000
Total			\$0	\$0	\$715,000	\$0	\$0	\$0	\$715,000

Annual Operating Budget: (Entity Responsibility)

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

Section 7:

Community Land Use Plan (CLUP)

Community Land Use Plan (CLUP)

Tolani Lake

The Tolani Lake CLUP Committee is working to update the CLUP Manual. Unfortunately, the final draft of the document was lost in 2019 by the consultant assisting with the project. The CLUP Committee intends to approach Marlene Hoskie in Chinle to see if the document can be retrieved.

The Origin of the Tolani Lake CLUP

The first time that Tolani Lake worked to develop a Community Land Use Plan was in 1998 when the Chapter, and all Navajo Chapters, were provided the financial resources to do the work. Every Chapter in the Navajo Nation received \$30,000 for the work, and the Bennett Freeze Chapters received a second equal amount of \$30,000 to focus on the Bennett Freeze portion of the Chapter.

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

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

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



Section 8:

Housing Assessment

Housing Assessment

Overview

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



Remoteness of the Tolani Lake Bennett Freeze Area

For people who have not been to the Navajo Nation, and to portions of the Bennett Freeze in particular, it is hard to comprehend how remote and isolated the living conditions are. Without electricity and without paved roads, even the time of day in which safe travel is limited. Residents of the Bennett Freeze portion of the Chapter work hard to avoid traveling back and forth to home after the sun sets due to the dark, dirt roads. Times of rain compound the driving situation, creating safety issues and the distinct possibility of “getting stuck.”

Section 9:

Housing Escrow Funds

Housing Escrow Funds

Housing Escrow Funds

On July 25, 2013, the Navajo-Hopi Land Commission unanimously passed resolution NHLCOY-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
TOTAL			4,956.49		\$3,606,808.00

Section 10:

WHPacific Plan

WHPacific Plan

Overview

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

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

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

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

Section 11:

Western Navajo Pipeline Project

Western Navajo Pipeline Project

Brown and Caldwell Report

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

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

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

Section 12:

Swaback Partners Report

Swaback Partners Report

Planning and Design Manual

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

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

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

Three stages of analysis work were completed:

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

Appendices

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

Appendix A

Prioritized Strategy Report

STRATEGY	SCORE	WANT	STRATEGY GROUP
Attracting Funding	74	100%	Other
Health Care Expansion	63	94%	Community Development
Value-added Agriculture	49	88%	Value-added
Environmental Restoration	46	80%	Sector-specific
Bedroom Community Development	40	50%	Community Development
Entrepreneurial Development	33	100%	General Business
Logistics Centers	31	47%	Sector-specific
Business Cultivation	30	50%	General Business
Business Recruitment	25	100%	General Business
Energy Development	21	91%	Sector-specific
Value-added Mining	21	40%	Value-added
Business Retention and Expansion	20	100%	General Business
Leading-edge Development	20	81%	Sector-specific
Local/Regional Tourism	20	94%	Tourism
Pass-through Visitor Services	20	75%	Tourism
Education Development	20	95%	Community Development
Infrastructure Development	19	100%	Other
Value-added Fisheries	18	0%	Value-added
Value-added Forest Products	17	38%	Value-added
Destination Tourism	17	92%	Tourism
Attracting Government Jobs	17	92%	Other
Attracting Retirees	13	92%	Other
Attracting Lone Eagles	9	100%	Other
Cultural Tourism	8	94%	Tourism
Downtown Development	3	39%	Community Development

Appendix B

Planning Methodology

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

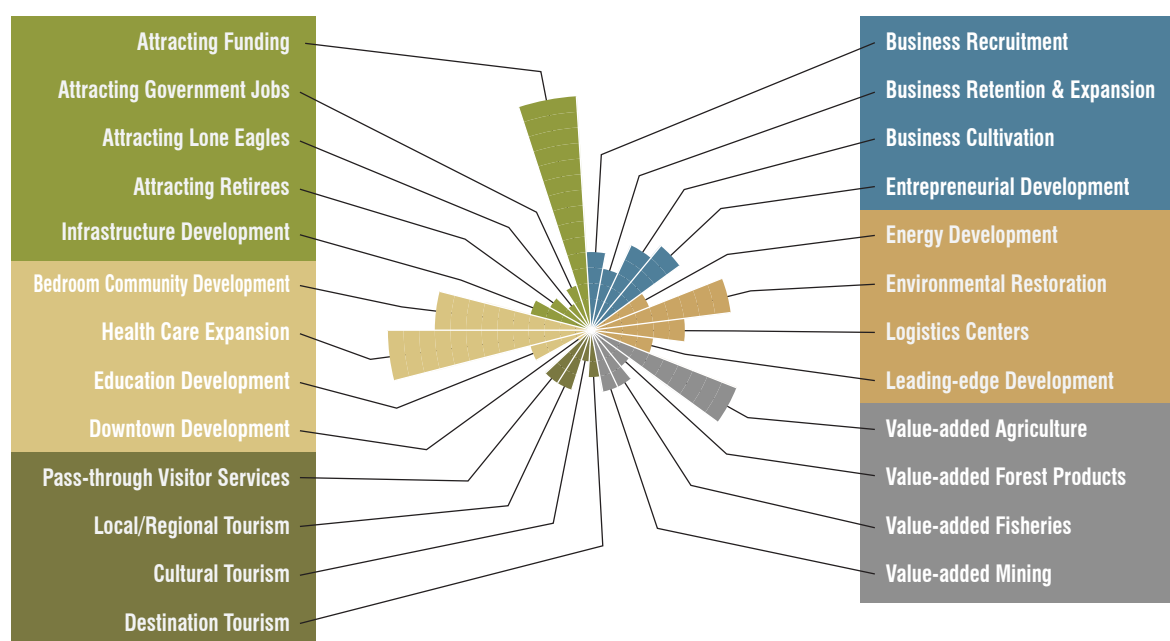
One part of community and economic development strategic planning often ignored is determining the capacity of the community to implement its plan. *Capacity* relates to the human, financial and technical resources needed to generally engage in community and economic development activities, and considers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

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 Tolani Lake?
- Do you believe that Tolani Lake 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.”

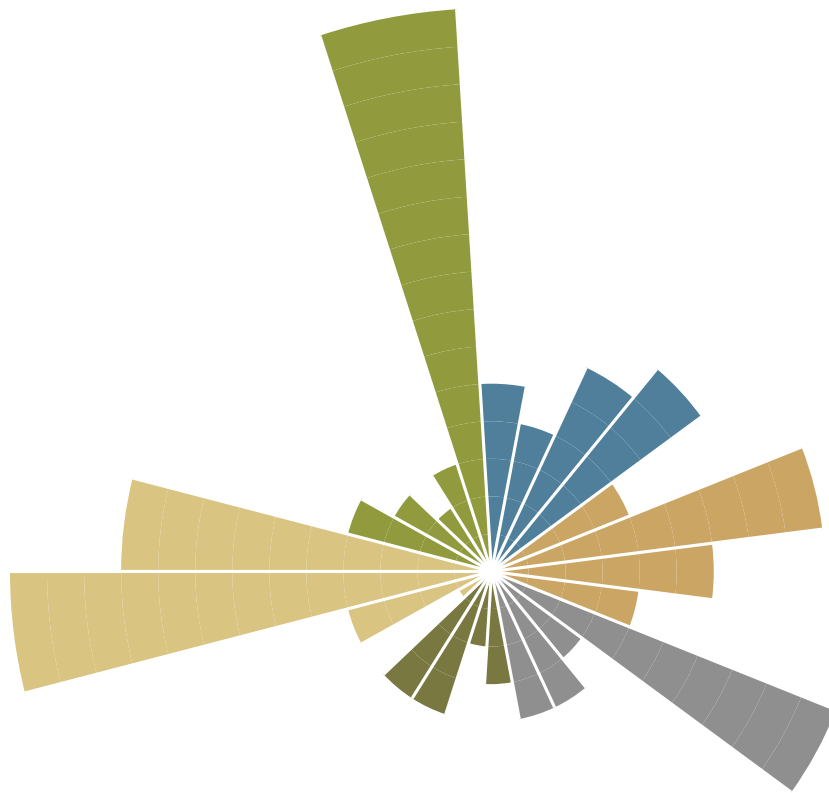
With these points in mind, during Session 6, each selected strategy and initiative was individually assigned to Steering Committee members or community organizations to act as “lead.” Committee members were then introduced to an online tool designed by Building Communities to help them identify *Essential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



Tolani Lake

Community Thumbprint™ by Building Communities, Inc.