TO'NANEES'DIZI' TUBA CITY CHAPTER NAVAJO NATION RECOVERY PLAN

JUNE 2020

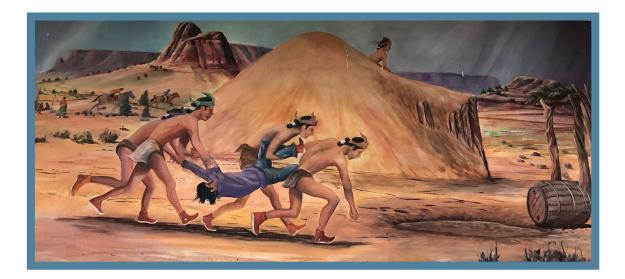
GREYHILLS ACADEM





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.



Tuba City 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

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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."

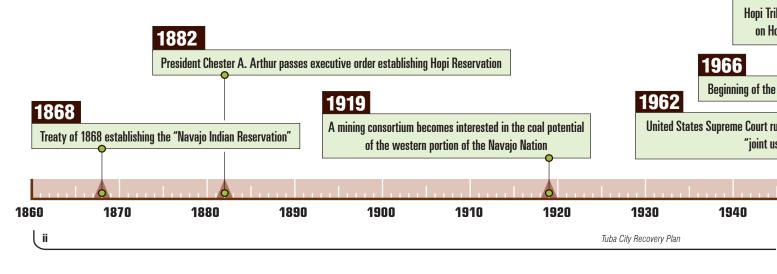
In 2005, Senator John McCain (R-Arizona) introduced Senate Bill 1003: Navajo-Hopi Land Settlements of 2005. The bill passed the Senate and included provisions such as amendments to the "Joint Use Area" established in 1880.

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.

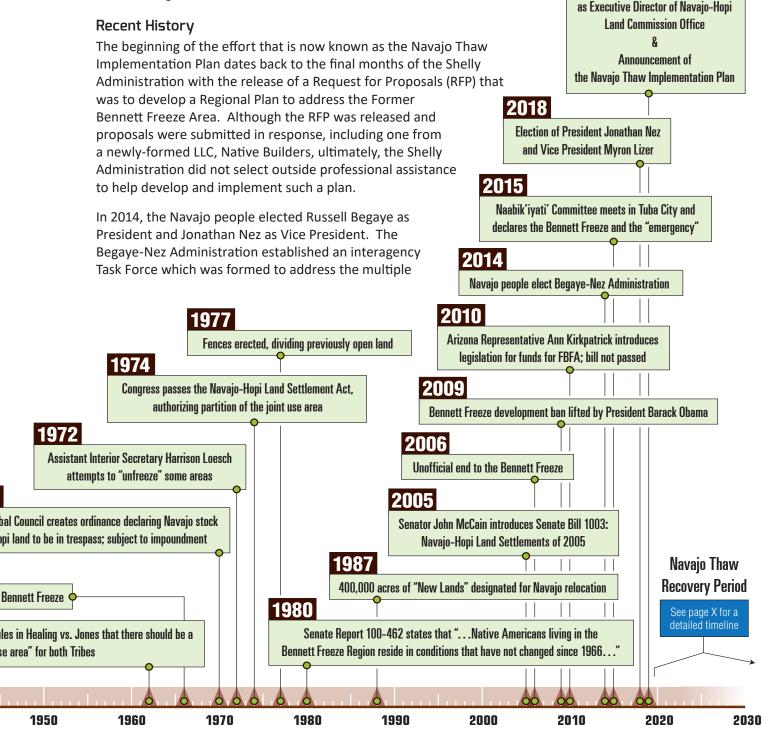
Impact of Bennett Freeze

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.



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Prepared by Building Communities, Inc. in Partnership with Native Builders LLC

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.

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1	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
	Put all plans on the table
	Recommend cluster housing
	Renewable energy development for locations not near infrastructur
	Tour the Bennett Freeze Area
	Addressing 1434 homes
	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.	Redeveelopment plan map
23.	OPVP to declare state of emergency for the FBFA
24.	Three Branch Chiefs to give directives to make FBFA a priority
25.	\$17.5 million emergency funds to be used as seed for FBFA
26.	Involve former leaders
27.	Establish FBFA development office
28.	Matching funds to CDBG
29.	Need inventory of land
30.	Involvement of all programs
31.	Involve community in development of plan
32.	Water, power-line assessment
33.	Identify strengths and weaknesses from previous plans
34.	Develop high-level advisory comimttee
35.	Develop community-based coalition level task force committee
36.	Develop Research and Analysis Committee
37.	
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.

Tuba City Chapter Navajo Thaw Implementation Plan Planning Participants

Tuba City Chapter Officials

Gerald Keetso President

Myra A. Begay Vice President

Esther Leah Drake-Grass Secretary/Treasurer

Angela Williams, Member Secretary/Treasurer

Steve Arizana, Member Secretary/Treasurer

Daniel Williams Grazing Committee Member

Planning and Zoning Committee Members

Myra Begay Chairperson

Willettee Edwards

Genevieve Keetso-Bighorse

Dennis Bowen, Jr.

Jenny Elridge

Steering Committee Members

Charlene ManygoatsMax Goldtooth, Sr.Angelita WilliamsHelen WebsterNelson Cody Jr.Eileen TohonnieCecil NezDexter Donald

Chapter Officials 2017-2021

Gerald Keetso President

Joetta Goldtooth Vice President

Velma Maloney-Begaye Secretary/Treasurer

> Steven Arizana Grazing/Land/Farm Board

Durann Begay Acting Chapter Manager

Voice of the Community Session

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

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

NAVAJO THAW PHILOSOPHY

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

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

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

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

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



ABOUT THE NAVAJO THAW

1. SWOT ANALYSIS

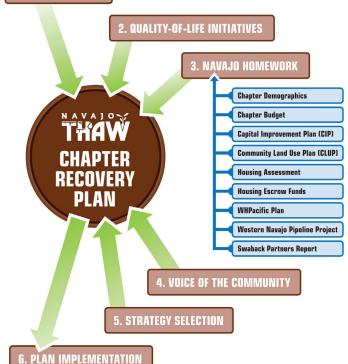
For generations, thousands of people in Western Navajo have felt the impact and injustice of the Bennett Freeze. Housing has been substandard, water infrastructure has been non-existent, public facilities have been insufficient and unemployment is unacceptably high.

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

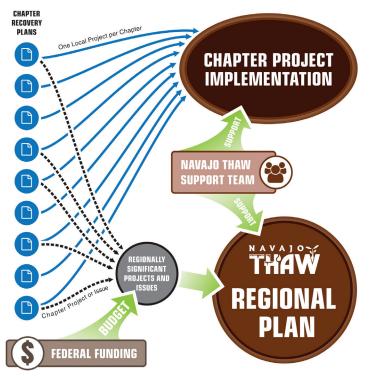
On October 14, 2019, Navajo Nation President Jonathan Nez announced the Navajo Thaw Implementation Plan. This is the largest effort of its kind to truly reverse the impacts of the 40+ year moratorium on development and improvements.

A Commitment to Implement

The Navajo Thaw Implementation Plan is not just another study that will sit on the shelf. It is a *commitment* by the Nez-Lizer Administration



and the 24th Navajo Nation Council to listen to the people in all nine Chapters, formulate Chapter-based Recovery Plans and to create the Navajo Thaw Regional Plan. The result of this three-year Implementation Plan will be the opportunity for the federal government to meet its Promise to the Navajo Thaw Region



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

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

It Begins with Plan Week

Plan Week is the 1.5 day, 12-hour strategic planning process designed to capture virtually all of the data, information, strategies, initiatives, projects and aspirations of each of the nine Navajo Thaw Region Chapters. Session Three of Plan Week, referred to as Navajo Homework, provides time to discuss and collect many of the "essentials" developed by Navajo Chapters including their Community Land Use Plan, Capital Improvement Plan and other documents critical for community development, economic development, housing improvements and infrastructure investment.

Navajo Thaw Regional Plan

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



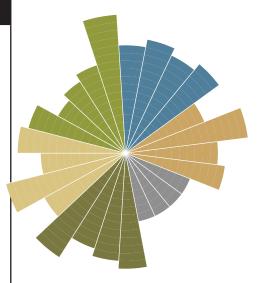
Not "Cookie Cutter" Planning

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

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

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

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



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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."

Although the entirety of the Tuba City Chapter is within the boundaries of the Bennett Freeze Area, there is a distinction for the portion of the Chapter in the Administrative Area. In some cases, the people, strategies, initiatives and projects identified within the Administrative Area may not be eligible for all forms of potential benefit.

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 Tuba City Chapter.

Scope and Timeframe of the Plan

The geographic scope for this plan is the Tuba City Chapter, and especially the portion of the Tuba City 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 Tuba City Chapter, it is also recognized that some of the resources that the plan may attract to benefit Tuba City 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 Tuba City 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 Tuba City'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 Tuba City's quality of life. The community at large was also invited to

Tuba City Plan Week

January 21-22, 2020

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 Tuba City:

At the conclusion of Plan Week, the Steering In addition, these Quality-of-Life Initiatives were Committee selected the following strategies for selected for advancement: implementation in Tuba City:

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

Behavioral Health/Drug and Alcohol

- Abuse **Chapter Empowerment**
- **CPR** Training
- **Fire Department**
- Flood Plain
- Government Efficiency
- Hay and Wood Distribution
- Homelessness
- Law Enforcement
- Leadership
- **Meeting Federal Promises** •
- Natural Gas-based Home Heating
- **Parenting Classes**
- Suicide Prevention
- University-based Root Cause Analysis
- Volunteerism
- Water -- Domestic and Livestock Use
- Water Rights



Strategy Selection Process

The Tuba City 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 strategyspecific Key Success Factors, rating Tuba City'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 Tuba City 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 Tuba City, 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

Prioritized Strategy Report			
STRATEGY	SCORE	STRATEGY GROUP	
Attracting Funding	89	Other	
Environmental Restoration	80	Sector-specific	
Pass-through Visitor Services	80	Tourism	
Education Development	78	Community Development	
Destination Tourism	75	Tourism	
Business Retention and Expansion	73	General Business	
Entrepreneurial Development	73	General Business	
Business Cultivation	72	General Business	
Cultural Tourism	72	Tourism	
Bedroom Community Development	70	Community Development	
Business Recruitment	68	General Business	
Local/Regional Tourism	65	Tourism	
Leading-edge Development	64	Sector-specific	
Infrastructure Development	63	Other	
Attracting Government Jobs	62	Other	
Logistics Centers	60	Sector-specific	
Downtown Development	60	Community Development	
Health Care Expansion	56	Community Development	
Energy Development	54	Sector-specific	
Attracting Lone Eagles	54	Other	
Attracting Retirees	49	Other	
Value-added Forest Products	47	Value-added	
Value-added Fisheries	46	Value-added	
Value-added Mining	46	Value-added	
Value-added Agriculture	44	Value-added	

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

The results of the Voice of the Community Meeting were then weighed, factored and combined with the

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

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

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.

\bigcap	Enhanced Strategy Report		
	STRATEGY	SCORE WANT	STRATEGY GROUP
1	Business Recruitment	100%	General Business
1	Business Retention and Expansion	100%	General Business
	Business Cultivation	50%	General Business
1	Entrepreneurial Development	100%	General Business
1	Energy Development	100%	Sector-specific
1	Environmental Restoration	100%	Sector-specific
	Logistics Centers	75%	Sector-specific
1	Leading-edge Development	100%	Sector-specific
1	Value-added Agriculture	75%	Value-added
1	Value-added Forest Products	75%	Value-added
	Value-added Fisheries	33%	Value-added
	Value-added Mining	50%	Value-added
1	Destination Tourism	100%	Tourism
1	Cultural Tourism	80%	Tourism
1	Local/Regional Tourism	100%	Tourism
1	Pass-through Visitor Services	100%	Tourism
1	Downtown Development	100%	Community
1	Education Development	100%	Community
1	Health Care Expansion	100%	Community
1	Bedroom Community Development	60%	Community
1	Infrastructure Development	100%	Other
1	Attracting Retirees	100%	Other
1	Attracting Lone Eagles	100%	Other
1	Attracting Government Jobs	100%	Other

Кеу

✓ = 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?")

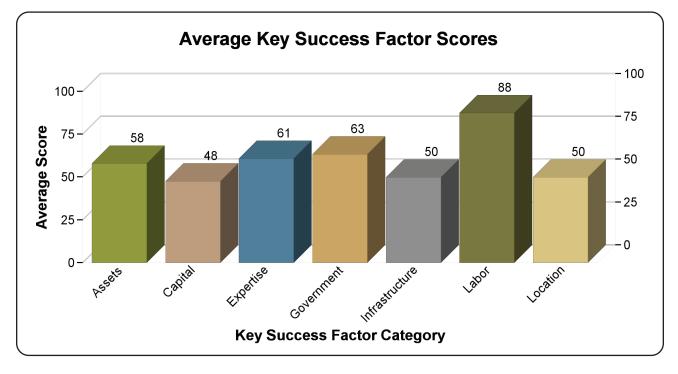
Want = The percentage of the Voice of the Community attendees desiring to implement the strategy

 ${\bf Can}$ = 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.	58
Capital	Business debt and equity funding as well as consistent funding for development organizations to succeed.	48
Expertise	The skills, connections and abilities of local professionals.	61
Government	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	63
Infrastructure	The land, buildings and infrastructure necessary to advance many of the business development strategies.	50
Labor	The labor force of a community.	88
Location	The relative proximity of the community to the marketplace.	50
Scores reflect th	e 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.



There is remarkable similarity in the scores of all seven Key Success Factor categories. Six of the seven categories score between 38 and 63. Labor is the only category that scores outside of this range with a score of 88. Unlike most the chapters in the Navajo Thaw Region, even Capital and Expertise score a high enough level that the implementation of strategies is viable.

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

Because 14 of the 22 Factors in the Assets Category score above average, Tuba City has a broad variety of strategies that it can consider for implementation. Notably, of the 14 factors that score above average, only one is considered by the Steering Committee as a significant comparative advantage (Tuba City's proximity to the Grand Canyon). The other factors are considered to be a "slight comparative advantage." The lowest Key Success Factors rule out several of the Value-added Strategies.

Capital

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

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

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

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

The Key Success Factors in the Capital Category score evenly as advantages and disadvantages. The Tuba City Steering Committee does believe that there is funding available at the Navajo Nation level to advance projects. In addition, Tuba City believes that it can access infrastructure loans and grants and even large-scale capital is available. Unlike other Chapters, Tuba City even has funding available for marketing, promotion and public relations.

The lower scoring Capital Category Key Success Factors generally relate to supporting business development activities.

While Tuba City generally can attract the financial resources needed for most of its strategies, the total infrastructure funding requirements still dwarf the available funding at the Chapter and Nation level.

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

16 of the 23 Expertise Key Success Factors score above average. The strongest Expertise capacity, the local ability to identify and advance a funding proposal, leads to Attracting Funding as the highest scoring strategy. The Tuba City Chapter has a larger staff and is well connected to tribal expertise to support funding projects.

The lower scoring factors in this category challenge the successful advancement of the Health Care Expansion strategy and Energy Development activities.

Government

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

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

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

Of the 15 Government Key Success Factors, slightly over half of them have a positive score. The three highest scoring factors relate to the perception by the Steering Committee that there is a positive attitude by the community and the local government for economic development activities. In addition, the Steering Committee believes that there is a pro-business climate in the community. Other positive scoring Government Category factors include support for the visitor industry, support from businesses for economic development and the connection the Chapter enjoys with political leaders.

Only three of the factors score below average. With the exception of the negative trend for the Navajo Nation budget, two of the three low-scoring factors can be influenced by the Chapter.



Infrastructure

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

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

Just over half of the 11 Infrastructure Category factors score above average. While this is surprising compared to the Navajo Thaw Chapters, it does underscore the capacity of the Administrative Area to advance some infrastructure development projects. The positive scores also relate to the availability of land for economic development purposes. The low scoring factors in this category relate to telecommunications infrastructure, housing, and proximity to transmission lines.

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	4
Local, available, high-skill labor pool	3

The Tuba City Steering Committee, like most of the other Chapters, score the availably of labor to be high. The Steering Committee believes there is an ample low-skilled labor pool that supports existing business development at the Chapter. In addition, the Chapter can even attract its high-skilled labor pool for specialized business development opportunities.

Location

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

Location	
Advantageous location for government or education expansion	3
Prospect of an expanded geographic market for health care	3
Proximity and access to markets	3
Strategic location for distribution centers	1
Proximity to scheduled air service	0

Three of the five Location Category factors score above average. Two of these factors relate to Health Care while the third factor scores Tuba City relatively high in terms of providing businesses access to markets. The Steering Committee considers its distance from scheduled air service opportunities in Flagstaff and Page to be a substantial comparative disadvantage.

Community Thumbprint[™] Denoting Selected Strategies

Building Communities has developed the Comunity 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.

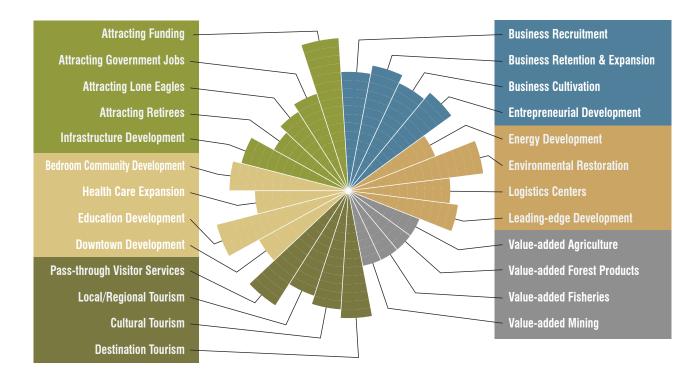
In the figure below, each of the 25 strategies are represented by a spoke. The length of the spoke correlates to the likelihood of successful strategy implementation. Longer spokes denote higher scores while shorter spokes represent smaller strategy scores.

There are several observations that can be made from the graphic. First, in general, the length of the spokes is relatively long compared to other Navajo Thaw Chapters. In general, the Administrative Area of Tuba City has a great variety of viable economic development strategies.

Second, the length of the spokes on the "left side" of the Thumbprint are generally longer than those on the right side. As such, Tourism Development, Community Development and Other Strategies have a higher likelihood of implementation success than the Business Development strategies.

A third finding is that the General Business Strategies, those from "noon to one o'clock," all score relatively high. As such, the Tuba City Administrative Area has general business development opportunities.

The lowest scoring sector, Value-added Strategies has the lowest scores, generally around the mid-point of '50.'



Section 2: Section Section Section 2:



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

Selected Strategies

Tuba City's Selected Strategies

Ultimately, the Steering Committee recommended the advancement of 21 strategies to enhance the economic condition and overall quality of life for Tuba City.

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.

The strategies selected by the Tuba City Steering Committee are:	Strategies not selected include:
 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 Local/Regional Tourism Pass-through Visitor Services Value-added Agriculture Value-added Forest Products 	 Business Cultivation Logistics Centers Value-added Fisheries Value-added Mining

Recommendations for Implementation

All too often, Communities complete strategic plans without a serious consideration for plan implementation. Sadly, the result is the proverbial "report sitting on the shelf."

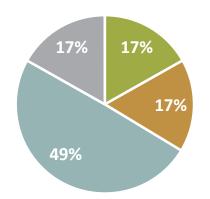
For this reason, each of the Steering Committees were asked five questions related to their "resolve to implement." That is, does the Chapter have a collective – and individual – resolve to implement the plan once it is completed?

The Navajo Thaw Support Team will be on hand through the end of 2022 to assist chapters to implement priority projects and to participate at the regional level. Nonetheless, for successful plan implementation, there must be a certain level of local commitment.

What percentage of the Plan will be implemented?

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

There was general agreement by the Steering Committee that some of the Plan will be implemented. About one-third of the respondents indicated that all or most of the Plan will be implemented.



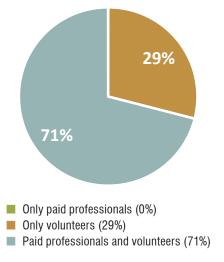
All of the plan will be implemented (17%)

Most of the plan will be implemented (17%)

- Some of the plan will be implemented (49%)
- The plan will just sit on the shelf (17%)

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

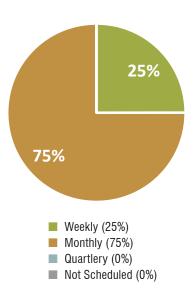
The Steering Committee was in general agreement that the implementation of the Plan will be done through a combination of local leadership/volunteerism and paid professionals.



How often will an implementation committee

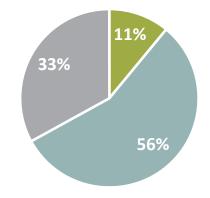
meet? Presuming that there is an intention to implement the Plan, Steering Committee members were then asked about the frequency of meetings dedicated to plan implementation.

Three-quarters expect that implementation will require monthly meetings. Fully 25% of the group believes that weekly meetings will be necessary.



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

Most of the Steering Committee members will be committed to projects and strategies that they deeply care about. Still others anticipate being involved with all aspects of Plan implementation.

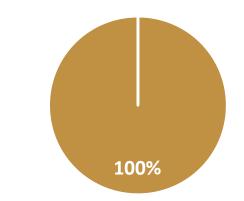


- You only signed up for Plan Week, others will implement the plan (11%)
- Vou can help out a little bit (0%)
- You can and will commit to projects and strategies you deeply care about (56%)
- Count you in as a big-time plan implementer (33%)

Will the Community seek outside assistance for

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

Steering Committee members indicated that they expect to do most of the work themselves, but outside consulting and expertise would be needed as well.



- You can do this yourselves and do not need help from the outside (0%)
- It is mainly up to you but outsiders have a role (100%)
- Outsiders will likely do most of the work (0%)
- You should count on outsiders to do everything (0%)

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

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



Attracting Funding

CATEGORY: Other	rank: 1	SCORE: 89
JOBS: 6	LIVABILITY: 4	COMPLEXITY: 5

Objectives of Strategy Implementation

The successful implementation of this very broad and ambitious Chapter Recovery Plan will require a level of funding far beyond the budget of the Tuba City Chapter or the Navajo Nation.

In the spirit of the Navajo Thaw Implementation Plan, Tuba City joins the other eight Chapters in selecting the Attracting Funding strategy in order to secure funding to meet the promise made by the Federal Government at the time of the Bennett Freeze and the Navajo Forced Relocation.

In addition to the joint approach with other Chapters, the Tuba City Chapter looks to apply directly for grant funding to implement its projects and strategies. Continuing to establish the Chapter as eligible for funding will be a top priority.

Strategy Summary

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

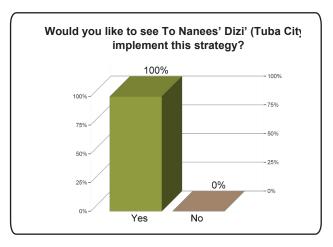
Hundreds of state and federal agencies manage grant programming and/or legislative earmarks (funding directives) which can be utilized to complete projects for a wide variety of purposes. States or localities with congressman/legislators participating on powerful appropriations committees are particularly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

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

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

Voice of the Community Survey Results

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



All four of the Attracting Funding Key Success Factors score above average. The Steering Committee is confident in the capacity of the Chapter to advance a funding proposal. In addition, there is strong community support for community and economic development activities. The Chapter also feels

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

positively about the availability of funding at the Navajo Nation level and the ability to connect to that funding. At the same time, the Steering Committee recognizes that the needs of the Former Bennett Freeze Area portion of the Chapter are so significant that large-scale funding is needed for infrastructure, housing and other long-term investments.

Key Success Factor Report - Attracting Funding

STRENGTHS TO BUILD UPON			
Major Comparative Advantages	Slight Comparative Advantages		
Local ability to identify and advance a funding proposal	Availability of appropriated funds		
Strong community support	Strong state and/or federal legislative delegation		
CHALLENGES 1	TO OVERCOME		
Slight Comparative Disadvantages	Major Comparative Disadvantages		
No Entries	No Entries		







Attracting Government Jobs

CATEGORY: Other	RANK : 15	SCORE: 62
JOBS: 6	LIVABILITY: 7	COMPLEXITY: 5

Objectives of Strategy Implementation

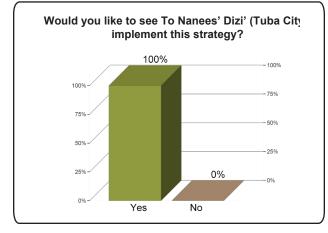
Tuba City is naturally a "government center" for the Western Navajo Nation. Almost all of the Navajo Nation divisions and departments have a physical presence in Tuba City.

The opportunity to facilitate the continued investment and expansion by Navajo offices, while inviting new offices from the county, Federal Government and even state government may be possible.

The "Two-Story Building" was developed on Tuba City's Main Street for office use. The successful implementation of this strategy might lead to similar construction and development in Tuba City.

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 Tuba City implement this strategy. The bar chart below shows the community response.



Strategy Summary

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

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

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

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

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



Five of the eight Key Success Factors score positively, with only one of the factors (decline in the Navajo Nation budget) scoring negatively. There is strong community and government support for the advancement of this strategy, and the Chapter has some land and expertise to manage this strategy.

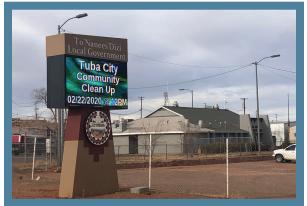
KEY SUCCESS FACTOR	SCORE
Local government support	4
Strong community support	4
Advantageous location for government or education expansion	3
Capable, experienced economic development professionals	3
Availability of land for business prospects	3
Favorable state policies with respect to office locations	2
Availability of local buildings	2
Projected growth in government budgets	1

Key Success Factor Report - Attracting Government Jobs

STRENGTHS TO BUILD UPON			
Major Comparative Advantages	Slight Comparative Advantages		
Local government support Strong community support	Advantageous location for government or education expansion Capable, experienced economic development professionals Availability of land for business prospects		
CHALLENGES 1	TO OVERCOME		
Slight Comparative Disadvantages	Major Comparative Disadvantages		
Projected growth in government budgets	No Entries		









Attracting Lone Eagles

CATEGORY: Other	RANK: 20	SCORE: 54
JOBS: 3	LIVABILITY: 6	COMPLEXITY: 7

Objectives of Strategy Implementation

The Tuba City Steering Committee found it highly desirable to facilitate the location of new, small businesses based upon improved internet and fiberoptic capacity.

Tuba City offers many of the "big town amenities" that lone eagles desire, while still offering an authentic Native American experience.

The implementation of this strategy might be supported with the development of a business incubator or business accelerator in order to locate such business activity.

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 Tuba City

Strategy Summary

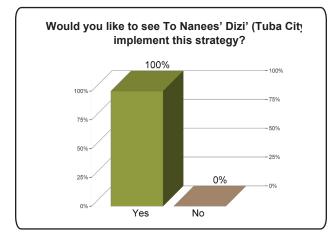
With improvements to the speed and ever-presence of telecommunications, small business owners that are locationindependent can operate their business virtually anywhere. Individuals that typically work alone and are highly dependent upon telecommunications are increasingly known as lone eagles.

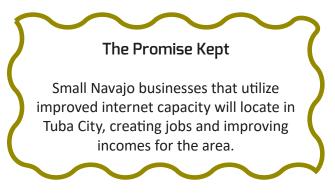
Attracting lone eagles to communities, particularly rural areas, has the advantage of bringing high-income, high net worth individuals into the community. Typically, these individuals have very low impact on infrastructure and other public amenities.

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.

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





Of the eight Key Success Factors relevant for the Attracting Lone Eagles strategy, five are positive. Although the Steering Committee scored high speed internet as a comparative advantage, work to advance the fiber optics extension project will be critical for this strategy.

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

Key Success Factor Report - Attracting Lone Eagles

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





Attracting Retirees

CATEGORY: Other	RANK: 21	SCORE: 49
JOBS: 1	LIVABILITY: 9	COMPLEXITY: 7

Objectives of Strategy Implementation

Many people who grew up in Tuba City have moved on to jobs and raising families off of the reservation. For these people, the prospect of returning to Navajo during their retirement years is very real. Tuba City has the opportunity to "roll out the red carpet" for these former residents by making them aware of the facilities and improvements underway through this Navajo Thaw Implementation Plan.

Retirees frequently look for close proximity to medical facilities. The continued expansion of Tuba City Regional Health Care provides this opportunity.

The need to improve the housing stock and to create new neighborhoods may be necessary for the full implementation 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 Tuba City implement this strategy. The bar chart shows the community response.



Strategy Summary

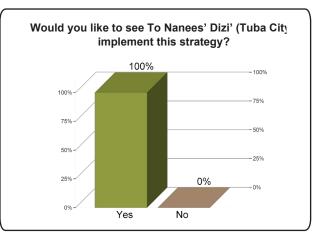
The aging of America presents a larger demographic of older, financially-independent individuals looking for high quality of life in their communities.

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.).



The Key Success Factors for the Attracting Retirees strategy break evenly as comparative advantages and disadvantages. Tuba City can boast about its positive climate and availability of recreational amenities to attract retirees. On the downside, Tuba City will need to advance housing development projects and overcome its distance from scheduled air service.

KEY SUCCESS FACTOR	SCORE
Desirable climate	3
High availability of urban services	3
Existence of recreational amenities	3
Sufficient marketing, promotion, or public relations budget	3
Support for attracting retirees	2
Available, desirable housing	1
Staff focused on attracting retirees and/or lone eagles	1
Existing excellence in local health care	1
Proximity to scheduled air service	0

Key Success Factor Report - Attracting Retirees

STRENGTHS TO BUILD UPON				
Major Comparative Advantages	Slight Comparative Advantages			
No Entries	Desirable climate			
	High availability of urban services			
	Existence of recreational amenities			
	Sufficient marketing, promotion, or public relations budget			
CHALLENGES 1	TO OVERCOME			
Slight Comparative Disadvantages	Major Comparative Disadvantages			
Available, desirable housing	Proximity to scheduled air service			
Staff focused on attracting retirees and/or lone eagles				
Existing excellence in local health care				
The Promise Kept				
Former Tuba City residents that have moved on and yet recently retired will "come home" with the warm invitation from the Tuba City Chapter.				
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Bedroom Community Development

CATEGORY: Community Development	rank : 10	SCORE: 70
JOBS: 1	LIVABILITY: 10	COMPLEXITY: 4

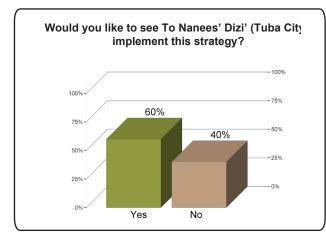
Objectives of Strategy Implementation

The selection of the Bedroom Community Development strategy for Tuba City is interesting – for many of the Chapters throughout the Navajo Thaw Region, they selected the same strategy based upon their proximity to Tuba City. The basis of this strategy is that people can find work by commuting to other locations, and for this to be successful they would need to commute to Flagstaff, Page, or other small work centers in the Western Navajo Nation.

The implementation of this strategy would also place a premium on the development standards for new housing that could be constructed throughout the Tuba City Chapter. Creating more ideal neighborhoods is one of the key "ingredients" for successful Bedroom Community Development.

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 Tuba City 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.

The Promise Kept As the most populous Chapter and "work force center" for Western Navajo Nation, Tuba City will focus upon the quality of its housing and neighborhoods in order to

successfully implement this strategy.

Four of the five Key Success Factors for the Bedroom Community Development strategy are positive. The only lowscoring factor is the lack of policies and ordinances to support the strategy. Although an investment in housing development is necessary, in general the Tuba City Steering Committee does believe that the quality of local

KEY SUCCESS FACTOR	SCORE
Proximity to urban population and workforce centers	3
Insulation from industrial business annoyances	3
Quality residential neighborhoods	3
Sufficient marketing, promotion, or public relations budget	3
Local policies and ordinances supporting quality neighborhood development	1

neighborhoods is an advantage for the strategy.

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

Key Success Factor Report - Bedroom Community Development





Business Recruitment

CATEGORY: General Business	RANK : 11	SCORE: 68
JOBS: 10	LIVABILITY: 2	COMPLEXITY: 10

Objectives of Strategy Implementation

Tuba City is already the "business center" for Western Navajo Nation. Over 100 businesses currently conduct operations on the Chapter, setting the stage for additional business development activity.

For generations, Navajo Nation has been plagued with "retail leakage." Many of the purchases made by the Navajo people are made in border towns, especially Flagstaff and Page. One way to "stem the tide" of this retail leakage is to establish new businesses at the Tuba City Chapter.

New business opportunities abound at Tuba City with the "Thawing of the Freeze." For example, there is currently interest by a manufactured housing operation which could build homes at Tuba City to be located at the Tuba City Chapter and throughout the Navajo Thaw Region. With a potential "guaranteed market" of new housing to be developed and located throughout the Navajo Thaw Region, a significant opportunity exists in the construction and housing industry.

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.

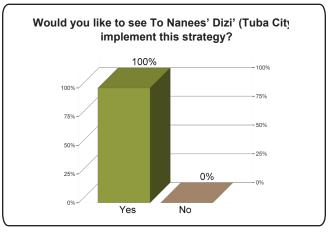
Another business development opportunity related to the Navajo Thaw is infrastructure development. With hundreds of miles of roads and power lines needed, a renaissance in construction activity could take place at Tuba City.

One of the Quality-of-Life Initiatives, Chapter Empowerment, also dovetails with this strategy. That is, in order for business development to take place, business site leases must be issued. This process could be expedited if Tuba City were to assume responsibility for the business site leasing process.



Voice of the Community Survey Results

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



Findings from the

Key Success Factor Analysis

The Tuba City Steering Committee is remarkably optimistic about the factors related to successful Business Recruitment activity. With over 100 businesses at Tuba City, the stage is set for more business expansion.

In general, the Steering Committee believes that the attitude, labor force and most of the infrastructure is in place to advance business development opportunities.

KEY SUCCESS FACTOR	SCORE
Strong community support	4
Local, available, low-skill labor pool	4
Local government support	4
Access to large-scale capital	3
Proximity and access to markets	3
Ability to compete in a global market	3
Sophisticated use of the internet for marketing	3
Capable, experienced economic development professionals	3
Relationship with site selectors	3
Availability of land for business prospects	3
Support from local businesses	3
Ability to network and attend relevant trade shows	3
Availability of local infrastructure	3
Local, available, high-skill labor pool	3
Dedicated local financial resources for staffing recruiters	2
Availability of local buildings	2
Competitive recruitment incentives	1
Proximity to scheduled air service	0



STRENGTHS TO BUILD UPON		
Major Comparative Advantages	Slight Comparative Advantages	
Strong community support	Access to large-scale capital	
Local, available, low-skill labor pool	Proximity and access to markets	
Local government support	Ability to compete in a global market	
	Sophisticated use of the internet for marketing	
	Capable, experienced economic development professionals	
	Relationship with site selectors	
	Availability of land for business prospects	
	Support from local businesses	
	Ability to network and attend relevant trade shows	
	Availability of local infrastructure	
	Local, available, high-skill labor pool	
CHALLENGES 1	TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages	
Competitive recruitment incentives	Proximity to scheduled air service	

Key Success Factor Report - Business Recruitment





Business Retention & Expansion

CATEGORY: General Business	RANK: 6	SCORE: 73
JOBS: 10	LIVABILITY: 4	COMPLEXITY: 3

Objectives of Strategy Implementation

Tuba City Steering Committee members estimate that approximately 100 businesses operate on the Tuba City Chapter. By far and away, there is more business activity on the Tuba City Chapter than on any of the other Western Navajo Chapters.

While support does exist from the Navajo Nation Division of Economic Development Regional Business Development Office, Tuba City would like to go "the extra mile" to serve local businesses by facilitating their expansion and retaining businesses that might consider closure.

A business retention and expansion effort could include the outreach to all – or a subset of the businesses, inquiring into the current operating conditions and any concerns that businesses may have related to continued operations.

Information about the Navajo Thaw and business planning services could facilitate the expansion of existing businesses.

Business counseling could come in many forms. Currently, members of the Navajo Thaw Support Team are offering the Indianpreneurship Planning Program which assists entrepreneurs to identity and capitalize on business development opportunities. Based in the Navajo Thaw Region, Change Labs, a local 501 (c)(3) nonprofit organization, and Grand Canyon trust project, is fostering the creation of successful Native American small businesses and Navajo

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;

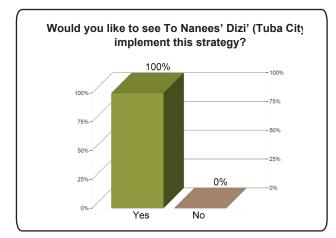
- Identifying opportunities to avert pending job losses or business closures;
- Ability to take a community-wide approach to addressing business needs;
- A systematic way to collect information;
- · Ability to immediately identify solutions for businesses;
- Opportunity to engage civic groups or volunteers 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.

entrepreneurs. In addition, Coconino County's Economic Development Office has offered assistance to Tuba City and the Navajo Thaw Region to support business planning and expansion opportunities including special business loans and home financing for Navajo on Navajo.

The Promise Kept

Tuba City's existing business space of over 100 businesses will grow and expand, aided by the business planning and financial assistance coming from 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 Tuba City implement this strategy. The bar chart shows the community response.

Findings from the

Key Success Factor Analysis

The stage is set for a successful Business Retention and Expansion campaign given that virtually all of the Key Success Factors score positively. The only low scoring strategy is access to small business fi-nancing. During the Plan Week activities, the Steering Committee learned of programs at the county-level that might help this factor increase.

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

Key Success Factor Report - Business Retention and Expansion

STRENGTHS TO BUILD UPON		
Major Comparative Advantages	Slight Comparative Advantages	
Local pro-business climate	Sufficient base of local businesses	
Local, available, low-skill labor pool	Ability to compete in a global market	
	Capable, experienced economic development professionals	
	Support from local education professionals at all levels	
	Availability of land for business prospects	
	Strong relations between economic development organization and local businesses	
	Availability of local infrastructure	
	Local, available, high-skill labor pool	
CHALLENGES 1		
Slight Comparative Disadvantages	Major Comparative Disadvantages	
Access to small business financing	No Entries	



Cultural Tourism

CATEGORY: Tourism	rank: 9	SCORE: 72
JOBS: 3	LIVABILITY: 9	COMPLEXITY: 7

Objectives of Strategy Implementation

The Tuba City Steering Committee believes that it is well positioned to successfully implement a Cultural Tourism strategy. Although the Steering Committee has yet to formulate a specific idea for a facility or event that would initiate the implementation of this strategy, the Chapter is highly successful with coordinating events throughout the year that could form the foundation for this strategy (see Local Regional Tourism strategy).

Travelers coming from long distances to experience Navajo culture would be able to benefit from the "Navajo Big City" experience. That is, such travelers typically want a variety of food and lodging experiences, and Tuba City is well positioned to offer such variety. Establishing new lodging, dining and food services in conjunction with this strategy would be helpful.

Given that four post-secondary institutions have a physical presence in Tuba City, there are many opportunities for consultation on the development 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 Tuba City implement this strategy. The bar chart shows the community response.

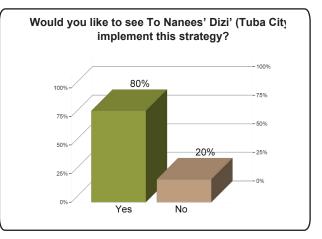
Strategy Summary

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

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

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





All of the Key Success Factors to advance a Cultural Tourism strategy score at or above average. Tuba City does believe that it could identify and advance a specific cultural attraction in order to implement the strategy. The Chapter can build upon its longstanding utilization of local funding to promote events and activities to advance this strategy.

KEY SUCCESS FACTOR	SCORE
Local, available, low-skill labor pool	4
Existing or prospective cultural attraction	3
Sufficient marketing, promotion, or public relations budget	3
Local, available, high-skill labor pool	3
Cultural development and advocacy organization	2

Key Success Factor Report - Cultural Tourism

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







Destination Tourism

CATEGORY: Tourism	RANK: 5	SCORE: 75
JOBS: 9	LIVABILITY: 4	COMPLEXITY: 9

Objectives of Strategy Implementation

Being the largest city on the largest Native American reservation next to the second most visited National Park in the United States positions Tuba City for success with the Destination Tourism strategy.

Over six million visitors annually travel to the Grand Canyon. Many of these travelers from throughout the world have a significant interest in Native American history and culture. Developing the right facilities, services and promotions will be key to put Tuba City "on the worldwide map" for tourism.

For years, Tuba City has recognized that there is interest in Native American history. The Explore Navajo Interactive Museum, and the Navajo Code

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.

Talkers Museum adjacent to the Tuba City Trading Post, both offer unique experiences to introduce people to the journey the Navajo people have taken through life, and introduces visitors to the land, language, history, culture and ceremonial life of the Navajo people. The exhibit was originally developed by the Navajo Nation Parks and Recreation Department and was a part of the 2002 Salt Lake City Winter Olympics. The museum is divided in to four sections. The pattern of four is sacred to the Navajo people who observe the four directions as an organizational force for life, and the four seasons as governing all personal and societal activity. Trip Advisor currently rates the Explore Navajo Interactive Museum as the third best attraction in Tuba City.

Tuba City also believes that it has the visitor demand to support an expansion in the RV Park that is currently operated in coordination with the Quality Inn. With a mild climate, there is a high demand for travelers wishing to spend a few weeks out of the year in any place of interest. With easy access from Hwy 160 and Hwy 89, Tuba City makes a great destination for recreational vehicles.

In order for this strategy to be successful, a substantial increase in lodging capacity will be necessary. Existing hotel facilities in the area are at capacity during the peak tourist season. Creating higher-end lodging, restaurants and gift shops will be required of this strategy.



Voice of the Community Survey Results

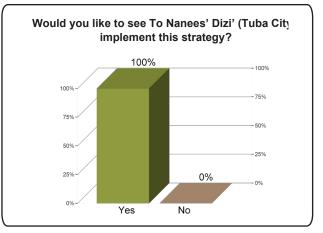
During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Tuba City implement this strategy. The bar chart shows the community response.

Findings from the

Key Success Factor Analysis

Because seven of the nine Key Success Factors for

the Destination Tourism strategy are positive, the stage is set for successful implementation. Leading the list is the proximity of Tuba City to the Grand Canyon and to Monument Valley. Situated between these two nationally recognized attractions, Tuba City can create a destination of its own given the large number of visitors that pass by. The Chapter has some advantages with local money to promote the advancement of the strategy. The distance from scheduled air service is the only significant low-scoring factor to overcome.



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

Key Success Factor Report - Destination Tourism

STRENGTHS TO	BUILD UPON		
Major Comparative Advantages	Slight Comparative Advantages		
Proximity to nationally recognized attractions	Sufficient marketing, promotion, or public relations budget		
Local, available, low-skill labor pool	Sophisticated tourism development & promotion		
Local government support	Community acceptance of the visitor industry		
	Local, available, high-skill labor pool		
CHALLENGES T	O OVERCOME		
Slight Comparative Disadvantages	Major Comparative Disadvantages		
No Entries	Adequate housing for labor force		
	Proximity to scheduled air service		
The Promise Kept Tuba City will become a top-of-mind destination for national and international travelers lookin for an authentic Native American experience	g		



Downtown Development

CATEGORY: Community Development	rank : 17	SCORE: 60
JOBS: 4	LIVABILITY: 6	COMPLEXITY: 6

Objectives of Strategy Implementation

Unlike most of the Navajo Thaw Chapters, the concept of "Downtown Tuba City" makes common sense. The phrase "downtown" leads everyone to think about Tuba City's Main Street, especially the commercial areas between the old BIA complex and Highway 264.

The Downtown Development strategy could be multifaceted, leading with coordination with the Arizona Department of Transportation and the Navajo Department of Transportation for a largescale highway and streetscape upgrade project.

Building upon this new infrastructure, design standards could be put in place for the upgrade of existing store fronts and the development of new structures.

As "Western Navajo's Business Center," new retail and commercial businesses could be recruited which would augment the retail opportunities

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 fourpoint 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.

at Tuba City. Dovetailing with the Business Retention and Expansion strategy as well as the Entrepreneurial Development strategy, new businesses, owned by local Navajo businesses, persons could create new job opportunities.

The project could extend to the north to encompass the Historical BIA buildings. Currently vacated, the buildings could be retrofitted after addressing environmental considerations by implementing the Environmental Restoration strategy. Travelers have a natural affinity to historical buildings, and the story of the use of the BIA buildings could be told. (It is highly important to emphasize that any "story telling" of the historical use of the BIA buildings must be done with tremendous sensitivity. Many people in the Navajo Thaw Region have painful memories from this area. Such a development must result in the healing of such emotions.)

Notably, a full-scale Downtown Redevelopment plan was completed in 2012 for Tuba City. Tuba City should re-examine that plan with an eye toward implementation.

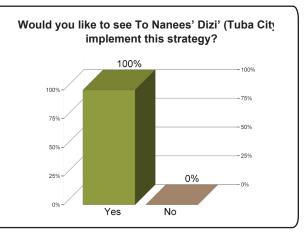
One of the most prominent under-utilized structures in Tuba City is the Tuba City Community Center which was closed in 2012. The building, constructed in the 1960s, is in very poor condition. Community leaders believe that the building cannot be repurposed and must be torn down and the site redeveloped.

Tuba City might be well advised to consider the national Main Street Center program which provides excellent advice on how to organize, develop and promote "Downtown Tuba City."

The prospect of creating a "great Native American community" is extremely possible through the implementation of the Downtown Development strategy. Tuba City has the buildings, infrastructure and history to become a destination community through the full implementation 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 Tuba City implement this strategy. The bar chart shows the community response.



Findings from the

Key Success Factor Analysis

Half of the Key Success Factors for the successful implementation of a Downtown Development strategy are positive. There is strong government support for the strategy and the community does have a "recognizable downtown." The two low-scoring factors can be overcome with a diligent approach to advancing this strategy.

KEY SUCCESS FACTOR

KEY SUCCESS FACTOR	SCORE
Local government support	4
Recognizable central business district/downtown	3
Downtown organization and staff	3
Local funding for downtown development	2
Active engagement of downtown building and business owners	1
Implementation of national Main Street Four-Point Approach™	0

Key Success Factor Report - Downtown Development

STRENGTHS TO BUILD UPON			
Major Comparative Advantages	Slight Comparative Advantages		
Local government support	Recognizable central business district/downtown		
	Downtown organization and staff		
CHALLENGES TO OVERCOME			
Slight Comparative Disadvantages	Major Comparative Disadvantages		
Active engagement of downtown building and business owners	Implementation of national Main Street Four-Point Approach™		

The Promise Kept Tuba City will be a proud representation of all that is best about the Navajo Nation through the renovation and growth of its City Center.



Education Development

CATEGORY: Community Development	RANK: 4	SCORE: 78
JOBS: 4	LIVABILITY: 7	COMPLEXITY: 5

Objectives of Strategy Implementation

The Tuba City Steering Committee strongly supported the implementation of an Education Development strategy based upon the existing presence of four post-secondary educational institutions – Dine College, Navajo Technical University, Northern Arizona University and Coconino Community College.

By partnering with one or more of these institutions, increased programming and facilities could be provided to Tuba City and all of the Navajo Thaw Region.

One interesting idea from the Tuba City Steering Committee is the development of a "Root Cause Analysis" that would take a "deep-dive" into the genesis of the Former Bennett Freeze, its impacts and how the Navajo Thaw project can provide long-term benefit and relief. This could be an offshoot of the implementation of the Education Development strategy.

The implementation of this strategy should dovetail with an effort to improve the fiberoptic and telecommunications capacity in Tuba City.

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.

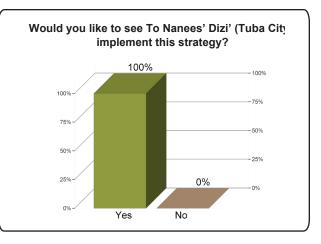
Tuba City community leaders have been working to extend fiberoptic lines to the Chapter, and this must be expedited for the successful implementation of this strategy. A positive, coordinated approach working with the Hopi Tribe could bring more success in implementation this strategy.

Opportunities abound to focus upon development activities in the Navajo Thaw Region and to collaborate with one or more of the educational institutions to target specific job training and educational opportunities. With the potential of hundreds of millions of dollars of construction activity leading to "Thawing the Freeze," partnering with higher education is a significant opportunity.



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 Tuba City implement this strategy. The bar chart shows the community response.



Findings from the Key Success Factor Analysis

As the fourth highest scoring strategy, all five of the Key Success Factors are positive. The most important factor is the existing presence of four post-secondary education service institutions. There is a core of activity that can be built upon. In addition, the Steering Committee can identify specific land parcels for future "campus

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

development" if an institution would be interested in such a project.

Key Success Factor Report - Education Development

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





Energy Development

CATEGORY: Sector-specific	rank : 19	SCORE: 54
JOBS: 6	LIVABILITY: 3	COMPLEXITY: 9

Objectives of Strategy Implementation

Although the Chapter is not currently working with an energy developer, it is widely understood that the Navajo Nation favors energy development. Given the availability of the wind and solar resource, the Tuba City Chapter might be ideally located for renewable energy development.

The Nez-Lizer Administration has signaled its strong determination to capitalize upon renewable energy opportunities for both economic and environmental benefit. Because of this, the Tuba City Chapter could benefit from policies and incentives to develop renewable energy.

Although, unlike some of the other Navajo Thaw Region Chapters, Tuba City does not "host" major power transmission lines, it still may be possible to produce and distribute power onto the grid from a Tuba City-based renewable energy facility.

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 Tuba City

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, bioenergy, geothermal, and hydropower.

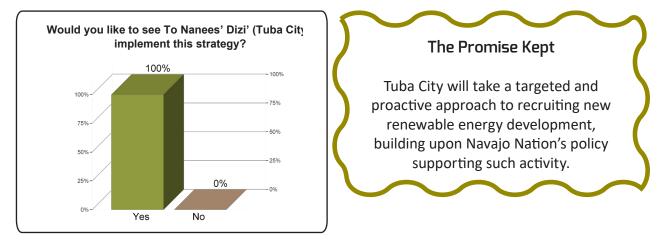
Both the federal government and many states have approved new policies and incentives to foster the development of the renewable energy industry.

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.

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



Half of the Energy Development Key Success Factors score positively, including the availability of Energy Resources. The community also believes it has the expertise to facilitate such a project opportunity should it come along. One major downside, proximity to transmission lines with excess capacity, might be overcome by coordinating with other Chapters to connect to the regional transmission lines.

KEY SUCCESS FACTOR	SCORE
Local government support	4
Availability of energy resources	3
Access to large-scale capital	3
Capable, experienced economic development professionals	3
Supportive state energy policies and incentives	2
Ability to secure power-purchase agreements	1
Ability to build a team comprised of energy-development experts	1
Proximity to transmission lines with excess capacity	0

Key Success Factor Report - Energy Development

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

Navajo Nation Renewable Energy Policy

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

The Navajo Sunrise Proclamation is based upon four principles:

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

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



Entrepreneurial Development

CATEGORY: General Business	RANK: 7	SCORE: 73
JOBS: 6	LIVABILITY: 5	COMPLEXITY: 2

Objectives of Strategy Implementation

Like every Chapter in the Navajo Thaw Region, the Tuba City Steering Committee identifies entrepreneurship as a bona fide opportunity to create jobs throughout the Chapter.

By offering business counseling and business planning assistance to people throughout the Chapter with a business idea, it is believed that new businesses can be established, lowering the 42% unemployment rate of the Navajo Nation.

Also mentioned in the Business Retention and Expansion strategy, services provided by Change Labs as well as the Indianpreneurship business planning program could provide assistance. In addition, Coconino County has offered the assistance of their Economic Development Office to support business startup in the Navajo Thaw Region.

Strategy Summary

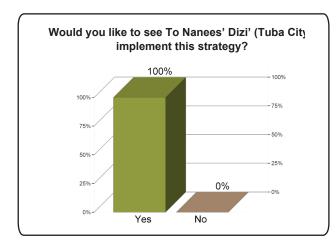
Small businesses represent over 99% of all employers in the United States. People establish businesses based on unique skills, passion or a perceived market opportunity.

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

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

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

Voice of the Community Survey Results



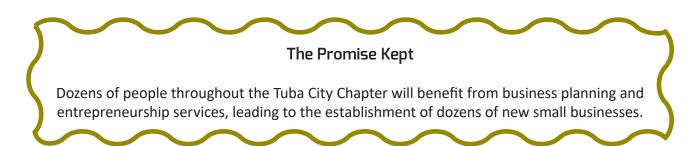
During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Tuba City implement this strategy. The bar chart shows the community response.

Five of the six Key Success Factors for Entrepreneurial Development score positive. The community believes that it can coordinate with business coaching to reach out to a large number of entrepreneurs that would be interested in business planning and business development.

KEY SUCCESS FACTOR	SCORE
Local pro-business climate	4
Sufficient local entrepreneurial base	3
Dedicated business coaching staff	3
Supportive post-secondary education training program	3
High-speed internet	3
Access to small business financing	1

Key Success Factor Report - Entrepreneurial Development

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





Environmental Restoration

CATEGORY: Sector-specific	RANK: 2	SCORE: 80
JOBS: 4	LIVABILITY: 3	COMPLEXITY: 4

Objectives of Strategy Implementation

The Tuba City Steering Committee selected Environmental Restoration for many reasons. Like other Chapters in the Navajo Thaw Region, the area has been impacted by the mining of uranium. While the life span of the uranium mines has "played out," there remains the need to proactively conduct cleanup activities at such sites.

Another environmental restoration opportunity relates to the existing Bureau of Indian Affairs buildings on Main Street in Tuba City. These buildings are all vacated, and impacted by asbestos, lead-based paint and other environmental issues. The Chapter is faced with the choice of tearing down the buildings or planning for the reuse of the buildings. Whether the buildings are re-purposed or razed, environmental remediation activities will need to take place.

One area of environmental remediation relates to land and buildings surrounding the Tuba City Regional Health Care facility. Landlocked, addressing environmental concerns near the health care center will allow for the future expansion and, therefore, implementation of the Health Care Expansion strategy.

Yet another environmental restoration opportunity relates to underground gas tanks.

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 Tuba City implement this strategy. The bar chart 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.

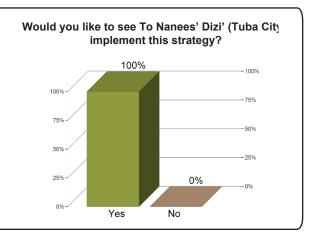
The benefits of this strategy are twofold: 1) jobs can be created initially by clean-up activities; and 2) the residual industrial site becomes available for promotion and development thus creating jobs in the long-term.

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.



All five of the Key Success Factors for the Environmental Restoration strategy are positive. The most important factors relate to the availability of such development sites and the capacity to coordinate to attract funding for the strategy. Additional funding through the Navajo Thaw would expedite the implementation of the strategy.

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

Key Success Factor Report - Environmental Restoration

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



All of the locations impacted by former industrial activity will be cleaned up, leading to immediate job creation and long-term business opportunity by creating new land for development.





Health Care Expansion

CATEGORY: Community Development	RANK : 18	SCORE: 56
ЈОВЅ : 5	LIVABILITY: 7	COMPLEXITY: 6

Objectives of Strategy Implementation

Given that Western Navajo Nation's primary medical care provider, Tuba City Regional Health Care Corporation, is located at the Tuba City Chapter, the selection of the Health Care Expansion strategy is an obvious choice.

In a broad sense, Tuba City has the opportunity to implement this strategy in concert with other priorities in this Chapter Recovery Plan. That is, facilitating the expansion of the medical clinic can be a part of a broader master plan calling for the redevelopment of Tuba City's Main Street, the implementation of the Downtown Development strategy, area land improvements with the Environmental Restoration strategy and supporting the business function of the medical center through the Business Retention and Expansion strategy.

Tuba City Regional Health Care has been successful in expanding and developing new programs. Most notably, the new oncology center is a success story for the medical clinic and Tuba City as a whole.

Understanding and embracing the master plan and future development plans of the health care institution can create greater teamwork between the Chapter and its leading employer. Identifying new expansion opportunities through the implementation of the Navajo Thaw Implementation Plan might create new funding sources and expansion opportunities for the medical facility.

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 Tuba City 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.

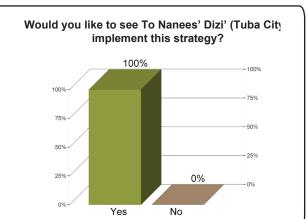
Communities such as Rochester, Minnesota, home of the Mayo Clinic, for example, benefit substantially from having a high health care location factor. ("Location factors" are an economic term referring to a high density of employment in an industry within a specific region.)

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.



Five of the eight Key Success Factors for the Health Care Expansion strategy are positive, led by local community support for community and economic development activities. The Steering Committee believes that there are some challenges related to the quality of local health care and the capacity of the institution to successfully advance itself.

KEY SUCCESS FACTOR	SCORE
Strong community support	4
Local, available, low-skill labor pool	4
Sufficient marketing, promotion, or public relations budget	3
Prospect of an expanded geographic market for health care	3
Local, available, high-skill labor pool	3
Financially sound existing health care facility	2
Existing excellence in local health care	1
Competent, strategic-minded hospital and health-care executives	0

Key Success Factor Report - Health Care Expansion

STRENGTHS TO BUILD UPON		
Major Comparative Advantages	Slight Comparative Advantages	
Strong community support	Sufficient marketing, promotion, or public relations budget	
Local, available, low-skill labor pool	Prospect of an expanded geographic market for health care	
	Local, available, high-skill labor pool	
CHALLENGES TO OVERCOME		
Slight Comparative Disadvantages	Major Comparative Disadvantages	
Existing excellence in local health care	Competent, strategic-minded hospital and health-care executives	

The Promise Kept

The Tuba City Chapter will support and facilitate the growth and expansion of Tuba City Regional Health Care Corporation, leading to improved services throughout the region.







Infrastructure Development

CATEGORY: Other	RANK : 14	SCORE: 63
JOBS: 2	LIVABILITY: 4	COMPLEXITY: 3

Objectives of Strategy Implementation

Although the availability of infrastructure (water, wastewater, transportation, telecommunications, etc.) is at a higher standard in the Administrative Area of the Tuba City Chapter than areas throughout the Bennett Freeze, there is still a substantial need to improve such infrastructure in order that Tuba City facilitate the activities necessary to finally bring the Thaw to the Bennett Freeze.

The Tuba City Chapter does have a listing of needed infrastructure projects in their Capital Improvement Plan, as shown in the CIP section of this Chapter Recovery Plan.

Successful implementation of this Infrastructure Development strategy sets the foundation for the success of the other selected strategies and initiatives.

Voice of the Community Survey Results

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-toan-end in terms of providing the necessary input for other strategies to be successful.

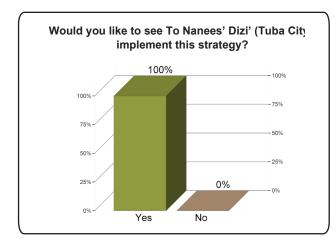
Infrastructure development is considered an economic development strategy in-and-of-itself in that it is a long-term commitment toward the betterment of communities and the businesses that they support.

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.

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





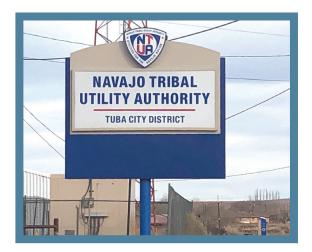
Compared to several of the other strategies, the scores for Infrastructure Development are relatively low. This underscores the need for participation in the Navajo Thaw Implementation Plan to advance infrastructure projects. The Chapter does believe that it can take a team approach to funding projects that

KEY SUCCESS FACTOR	SCORE
Access to long-term infrastructure loans and grants	3
Team approach to infrastructure finance	3
Accurate, long-term analysis of infrastructure needs and costs	2
Community support for needed infrastructure rate increases	2

could access loans and grants for project development.

Key Success Factor Report - Infrastructure Development

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



The Promise Kept

Tuba City will build upon its existing base of infrastructure in order to meet all of the quality of life and economic development aspirations of its people.





Leading-edge Development

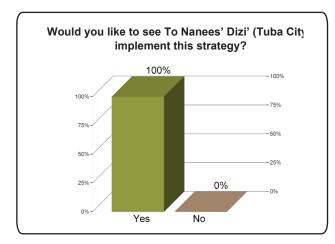
CATEGORY: Sector-specific	RANK: 13	SCORE: 64
JOBS: 6	LIVABILITY: 4	COMPLEXITY: 7

Objectives of Strategy Implementation

The Tuba City Steering Committee believes that it has the talent and know-how to successfully implement a Leading-edge Development strategy. As the most populous community on the Navajo Nation – and the most populous Chapter – Tuba City believes it has the opportunity to harness the brainpower of the community to identify specific opportunities to create the jobs of the future.

Already benefitted by the physical presence of four higher educational institutions – Dine College, Navajo Technical University, Northern Arizona University and Coconino Community College – an opportunity to network with visionary and highlynetworked individuals may create some unique opportunities.

The Navajo Nation itself offers an interesting opportunity for "leading edge solutions." With a scattered population over 27,000 square miles (equal to the land mass of West Virginia), new solutions must be found to meet the needs of people living so far off the grid. If "necessity is the mother of invention," creative solutions could lead to the successful implementation of this Leadingedge Development strategy.



Strategy Summary

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

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

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

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

• Focus on the application of technology (although not exclusively)

- · Require sophisticated management teams
- Need the transfer of technology from educational institutions
- · Need angel investors or venture capital
- · Have national and/or international markets

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

Voice of the Community Survey Results

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

All but three of the Key Success Factors for Leading Edge Development score positively. The Chapter does believe it can utilize some local funding to promote this strategy and that it can coordinate with the needed expertise to successfully target and support hightech business development opportunities. One of the most significant negative factors is the need to improve telecommunications infrastructure to support the project.

The Promise Kept

Tuba City will collaborate with multiple postsecondary education providers to facilitate creative business start-ups.

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

Key Success Factor Report - Leading-edge Development

STRENGTHS	S TO BUILD UPON
Major Comparative Advantages	Slight Comparative Advantages
Local government support	Sufficient local entrepreneurial base
Local, available, low-skill labor pool	High availability of urban services
	Access to large-scale capital
	Ability to compete in a global market
	Capable, experienced economic development professionals
	Supportive post-secondary education training program
	Cooperation of economic development staff and educational community
	Availability of land for business prospects
	Proximity and access to markets
	Availability of local infrastructure
	Local, available, high-skill labor pool
CHALLENGE	
Slight Comparative Disadvantages	Major Comparative Disadvantages
Competitive recruitment incentives	Proximity to scheduled air service
Adequate telecommunications infrastructure	



Local/Regional Tourism

CATEGORY: Tourism	RANK : 12	SCORE: 65
JOBS: 3	LIVABILITY: 8	COMPLEXITY: 3

Objectives of Strategy Implementation

If there is a strategy that has 100%-certainty of implementation success, it is the Local Regional Tourism strategy.

This strategy, which primarily relates to successfully promoting and coordinating events, is "old hat" to the Tuba City professionals and volunteers.

Among the many events coordinated in Tuba City include the Fair and Rodeo, the Christmas Parade, the Fourth of July celebration, the Spring Festival, bike rides, running events, community cleanups, the Annual Children School Supply Event, Christmas Dinner, Thanksgiving activities, Veterans celebrations and Easter events.

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.

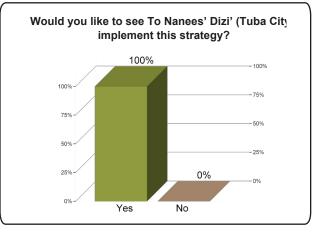
Communities should understand that employing a local/ regional tourism strategy is not an economic panacea. Such a strategy can have a modest economic impact, however, and bolster community pride.

In addition to event management, the Tuba City Steering Committee identified other activities that could add to the implementation of this strategy. These activities include horse rides, hiking and biking, and arts and pottery.

The Tuba City Steering Committee does not wish to rest on its laurels, but rather there is great energy and commitment to expand existing events, and even establish new events that celebrate the successes of Tuba City.

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 Tuba City implement this strategy. The bar chart shows the community response.



It is clear that the Tuba City Chapter has the volunteer support and local funding to promote and coordinate events. Very strong community support remains for the development and operations of such events.

KEY SUCCESS FACTOR	SCORE
Strong community support	4
Sufficient marketing, promotion, or public relations budget	3
Relative sophistication in coordinating and marketing local events	3
Local recreational and visitor attractions	2

Key Success Factor Report - Local/Regional Tourism

Strong community support Sufficient marketing, promotion, or public relations budget Relative sophistication in coordinating and marketing local events CHALLENGES TO OVERCOME Slight Comparative Disadvantages No Entries No Entries	Major Comparative Advantages	Slight Comparative Advantages	
CHALLENGES TO OVERCOME Slight Comparative Disadvantages Major Comparative Disadvantages No Entries No Entries	Strong community support	Sufficient marketing, promotion, or public relations budget	
Slight Comparative Disadvantages Major Comparative Disadvantages No Entries No Entries		Relative sophistication in coordinating and marketing local events	
No Entries No Entries	CHALLENGES	TO OVERCOME	
	Slight Comparative Disadvantages	Major Comparative Disadvantages	
	No Entries	No Entries	
		NO LITUIOS	
	The Pro	omise Kept	





Pass-through Visitor Services

CATEGORY: Tourism	RANK: 3	SCORE: 80
JOBS: 2	LIVABILITY: 7	COMPLEXITY: 1

Objectives of Strategy Implementation

The easiest of the strategies to implement, Tuba City can benefit from the Pass-through Visitor Services strategy by increasing the awareness of the traveling public to "stop and shop" in Tuba City.

Although 11 miles off the more highly-trafficked Highway 89, many travelers make the connection between the Grand Canyon and Monument Valley. This allows for opportunity for current and potential vendors to capitalize upon potential visitor expenditures.

The implementation of this strategy could be dovetailed with the Entrepreneurial Development strategy and the Business Retention and Expansion strategy to improve the business practices of vendors and other small businesses to generate sales from visitors.

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:

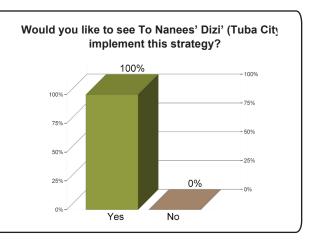
- Signage on travel routes (freeways, highways, etc.)
- Community entrance beautification efforts
- · Low-frequency AM Radio transmitters
- Hospitality training educating front-line workers about local visitor destinations

Another complimentary strategy would be the implementation of the Downtown Development strategy. Tuba City has an opportunity to create a "world class Native American downtown" on Main Street, and the design of such improvements could allow for professional vending locations.

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 Tuba City implement this strategy. The bar chart shows the community response.





Findings from the Key Success Factor Analysis

The simplest of the strategies to execute, Tuba City does have highscoring Key Success Factors for Pass Through Visitor Services. Most notably, Tuba City is proximate to highways with many travelers and the Chapter does have a focus on offering business and services to such travelers.

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

Key Success Factor Report - Pass-through Visitor Services

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









Value-added Agriculture

CATEGORY: Value-added	RANK : 25	SCORE: 44
JOBS: 9	LIVABILITY: 2	COMPLEXITY: 9

Objectives of Strategy Implementation

During the discussions about the Value-added Agriculture strategy, there was some discussion about the activities of the Navajo Agricultural Products Industry (NAPI). Tuba City could become a hub for the best practices and lessons learned by NAPI with their agricultural production activities in New Mexico.

For this strategy to be successful, the Chapter will need to be mindful of market opportunities for agricultural products and the required water necessary for livestock and/or produce.

Voice of the Community Survey Results

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.

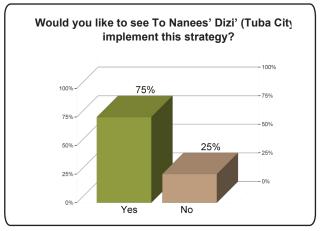
If sufficient volumes of individual raw materials are produced, communities may have an opportunity to "add value" to the raw commodities through processing. Examples include producing french fries from potatoes, sugar from sugar beets/ sugar cane, steaks from cattle, and wine from grapes.

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.

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





Findings from the Key Success Factor Analysis

The Key Success Factors paint an interesting picture for the successful implementation of a Value-added Agriculture strategy. While virtually all of the factors are positive, the Tuba City Steering Committee acknowledges that it is not proximate to large volumes of agricultural commodities. It will be important, therefore, to start the implementation of this strategy with a serious examination of the specific agricultural commodity or commodities that can be processed.

KEY SUCCESS FACTOR	SCORE
Local, available, low-skill labor pool	4
Access to large-scale capital	3
Proximity and access to markets	3
Ability to understand industry trends and opportunities	3
Availability of land for business prospects	3
Excess water and sewer infrastructure capacity	3
Availability of local infrastructure	3
Local, available, high-skill labor pool	3
Ability to successfully market materials	2
Availability of local buildings	2
Proximity to large volumes of agricultural commodities	0

Key Success Factor Report - Value-added Agriculture

STRENGTHS TO	D BUILD UPON
Major Comparative Advantages	Slight Comparative Advantages
Local, available, low-skill labor pool	Access to large-scale capital
	Proximity and access to markets
	Ability to understand industry trends and opportunities
	Availability of land for business prospects
	Excess water and sewer infrastructure capacity
	Availability of local infrastructure
	Local, available, high-skill labor pool
CHALLENGES 1	TO OVERCOME
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	Proximity to large volumes of agricultural commodities

The Promise Kept

Tuba City will facilitate the expansion of agriculture-based businesses and ranching operations.



Value-added Forest Products

CATEGORY: Value-added	RANK: 22	SCORE: 47
JOBS: 8	LIVABILITY: 3	COMPLEXITY: 9

Objectives of Strategy Implementation

Similar to the Cameron and Bodaway Gap Chapters, the Tuba City Chapter selected the Value-added Forest Products strategy believing that there is an opportunity to draw forest materials from nearby National Forests. At a minimum, this could increase the firewood cutting and sales activity at the Chapter. It could provide a more organized approach to the distribution of such desperately needed fuel for home heating.

Beyond firewood cutting and sales, it has been proven that a forest products operation can be successful in the Navajo Thaw Region. For example, a saw mill on the Cameron Chapter has operated off-and-on, drawing materials from National Forests in the 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 Tuba City implement this strategy. The bar chart shows the community response.



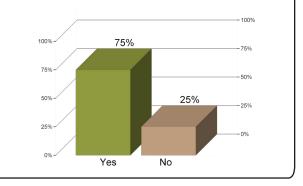
Strategy Summary

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

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

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

Would you like to see To Nanees' Dizi' (Tuba City implement this strategy?



Findings from the Key Success Factor Analysis

Similar to the Value-added Agriculture strategy, the Key Success Factors for the Value-added Forest Products strategy are generally positive, but also point out the need to focus on the resource itself: proximity to forests and forest products. If this Key Success Factor can be addressed, there is an opportunity to successfully implement this strategy.

KEY SUCCESS FACTOR	SCORE
Local, available, low-skill labor pool	4
Access to large-scale capital	3
Proximity and access to markets	3
Ability to understand industry trends and opportunities	3
Availability of land for business prospects	3
Availability of local infrastructure	3
Local, available, high-skill labor pool	3
Ability to successfully market materials	2
Availability of local buildings	2
Proximity and access to forests and forest products	1
Ability to secure long-term contracts for forest materials	0

Key Success Factor Report - Value-added Forest Products

STRENGTHS T	O BUILD UPON
Major Comparative Advantages	Slight Comparative Advantages
Local, available, low-skill labor pool	Access to large-scale capital
	Proximity and access to markets
	Ability to understand industry trends and opportunities
	Availability of land for business prospects
	Availability of local infrastructure
	Local, available, high-skill labor pool
CHALLENGES	TO OVERCOME
Slight Comparative Disadvantages	Major Comparative Disadvantages
Proximity and access to forests and forest products	Ability to secure long-term contracts for forest materials



Section 3: Quality-of-Life Initiatives

Quality-of-Life Initiatives

- Behavioral Health/Drug and Alcohol Abuse
- Chapter Empowerment
- CPR Training
- Fire Department
- Flood Plain
- Government Efficiency
- Hay and Wood Distribution
- Homelessness
- Law Enforcement
- Leadership
- Meeting Federal Promises
- Natural Gas-based Home Heating
- Parenting Classes
- Suicide Prevention
- University-based Root Cause Analysis
- Volunteerism
- Water -- Domestic and Livestock Use
- Water Rights

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 Tuba City

Ultimately, Tuba City selected 18 *Quality-of-Life Initiatives* for implementation. Below is a brief description of each of these selected initiatives.



Behavioral Health/Drug and Alcohol Abuse

The problem of drug and alcohol abuse, combined with the need for increased behavioral health services, is an emerging problem on the Navajo Nation. Like much of the United States, the hideous problem of meth abuse has been on the rise at Tuba City over the past five years, as the area is known to be an urban community with a population much larger than neighboring communities. Only one service provider is currently available for the massive geographical region that includes Tuba City/ Kayenta/Dilkon/Leupp. Behavioral health services are desperately needed.

Chapter Empowerment

Energized by the amount of time it can take a resident of the Tuba City Chapter to successfully receive a home site lease, the Chapter is motivated to increase its administrative capacity in order to issue such leases at the Chapter level, rather than relying on the complicated and lengthy process currently administrated by the Navajo Nation.

As a certified Chapter, Tuba City has the power to administrate many of the governing functions currently ceded to the Navajo Nation. Historically, the Chapter has issued home site leases, but this capacity was dropped years ago. Chapter officials believe that now is the time to re-establish such authority and capacity.

Other authorities such as business site leasing could also be assumed by the Tuba City Chapter if desired.

CPR Training

Although an organization called Sacred Mountain does offer CPR training, the availability of such training needs to be dramatically increased in order to meet the needs of the Tuba City Chapter. Tuba City Chapter

Officials wish to be proactive when it comes to the safety of their residents and they seek modern safety equipment commonly found in public use facilities, such as an AED Defibrillator (automated external defibrillator), as well as regularly scheduled basic and advanced CPR training. CPR training is seen as a major priority as there is an aging population within the community that relies more and more on daily assistance from friends and family.

Fire Department

Tuba City has been utilizing a make-shift fire department building ever since the building burned years ago. The building was never rebuilt to the standards of a modern fire department, and a new facility is needed in order to meet the public safety requirements of Tuba City and throughout the Navajo Thaw Region.

In a community of sub-standard building practices with minimum construction/building requirements and/ or codes, combined with an acute need for new and improved housing, there is an ever-growing fear in Tuba City of the next house fire.

Oftentimes homes that have considerable fire risk are still inhabited by multiple family members and more common than not these homes utilize unsafe heating practices such as wood/coal burning stoves without proper installation and maintenance and/or propane heaters used indoors.

The only fire department in Tuba City is said to operate with an older engine with worn out equipment operated by one man who is always on call. The Chapter wishes to have a volunteer fire department, supported by outside funding, to ensure prompt responses to structural fires and for the safety of the greater community.



Flood Plain

During monsoon time and other times of heavy

rainfall, Tuba City is impacted by flood conditions. Although Tuba City does have a flood-plain map, additional efforts need to be made to address the impacts of routine flooding. These efforts should also include areas of concern for grazing and ranching as they pertain to seasonal flooding impacts.

Government Efficiency

Similar to the Chapter Empowerment Initiative (see above), the broader issue of government efficiency was discussed by the Tuba City Steering Committee. Tuba City embraces the notion that the Navajo Thaw could create a pilot project/model for improved government efficiency that could benefit all of Navajo Nation.

Hay and Wood Distribution

With the discontinuance of operations at the Kayenta Mine, many residents of the Tuba City Chapter have lost access to free coal as a dependable heating source and must find a new way to heat their homes. The opportunity to access coal for home heating is no longer an option. One option is firewood which is cut and distributed on an informal, ad hoc basis. The Chapter is interested in an approach to coordinate the distribution of firewood to provide better service to the people who live throughout the Chapter. One idea is to locate funding for the Chapter, which could then purchase wood from local vendors at a set rate since there are currently local vendors already selling firewood by the truck load in and around Tuba City. The hope is that a rate can be negotiated where the Chapter may purchase enough loads of wood that the vendors would sell each load at a discounted rate in exchange for the security of having a greater number of loads to sell to the Chapter.

Similarly, people from the Chapter meet at designated locations in order to purchase hay. Increasing the organization to ensure the availability of hay for local ranching would be an additional outcome of this effort.

Homelessness

Like much of the United States, the issue of homelessness is on the rise. Sadly, the difficult economic conditions combined with many negative social dynamics is dramatically increasing homelessness on the Tuba City Chapter. The Chapter would like to become more proactive in defining and enacting positive solutions to address the burgeoning problem. One way to be proactive came from the deep and passionate voice of one community member in particular, Dennis, as he expressed his hopes of an institute such as a soup kitchen and how this would help alleviate hunger for the homeless.

Law Enforcement

Despite the development of a large public safety complex at Tuba City, the staffing for law enforcement is woefully deficient. Sadly, people from Tuba City and throughout the Navajo Thaw Region have come to expect that when they call for police and emergency services they, more often than not, will be told that the limited law enforcement capacity has already been directed toward other emergencies and uses. "We will get there when we can." Making matters worse, according to the Steering Committee, most of the time the phone is not even answered. Repeatedly, surrounding Navajo Nation police departments (such as Dilkon) need assistance. The Tuba City department will respond to calls of service outside of their jurisdiction, but this leaves the Tuba City community at additional risk. It is perceived that this problem will continue to grow with future construction and development at the Twin Arrows Casino and the Dilkon Medical Center.

Leadership

Although undefined by the Steering Committee, the issue of improved local and Navajo Nation leadership was discussed and supported. It was noted that Navajo Nation does not seem to have a coordinated leadership-training program that could be made available at the local level.



Meeting Federal Promises

For two generations, the Navajo people have waited for the Federal Government to meet the promises that were made at the time of the Bennett Freeze and the Forced Relocation of the Navajo people. Despite a lot of speeches and well-intended people, the promise has never been delivered. The Tuba City Chapter hopes that the Navajo Thaw will finally help the Federal Government deliver on the promises that were made related to safe and sanitary housing, public facilities, infrastructure and economic development.

Natural Gas-based Home Heating

The lack of availability of coal for home heating is creating the need for the increased availability of natural gas-based heating for homes that have proximity to natural gas supply. Coordinating a proactive effort with the Navajo Tribal Utility Authority (NTUA) would increase the awareness of this resource for home heating.

Parenting Classes

The Tuba City Steering Committee recognizes that there is an increasing problem with young adults not being prepared for parenthood. One possible solution would be increasing the availability of "parenting training." It was noted that some form of this type of training is currently offered at Gray Hills.

Suicide Prevention

Compounded by many of the other issues on this "Quality-of-Life-Issues list," an increase in suicide is

impacting the Tuba City Chapter. Based on a lack of hope and severe living conditions, sadly, many Navajo people are choosing to end their own lives.

University-based Root Cause Analysis

The Tuba City Steering Committee believes that a "Root Cause Analysis" would be very beneficial. That is, what are the underlying dynamics and causes of the Bennett Freeze, and what are the impacts? This would be an academic-based analysis of the impacts of the Navajo/Hopi Land Dispute which could substantiate many of the efforts and solutions that are being identified. This might be a project in partnership with Northern Arizona University.

Volunteerism

Many of the problems of the Tuba City Chapter and the Navajo Thaw Region could be addressed through an increase in volunteerism. Currently, there are few, if any, programs that facilitate and train volunteers so that they can be effective advocates for their community. One or more area non-profits could take up the mantle of training volunteers.



Water -- Domestic and livestock Use

Although the problem is much worse on the Bennett Freeze portion of the Tuba City Chapter, there are still locations within the Administrative Area that do not have access to water for domestic use. Furthermore, the Tuba City area depends on ground water from the N Aquifer for domestic, agricultural, municipal, and industrial needs and they are concerned that the excessive drilling and pumping of water out of the N aquifer over the years is resulting in the degradation of water quality in the N Aquifer. Two of the main concerns include arsenic and uranium. Due to historical events that entailed massive water usage such as uranium mining and the operations of the Peabody Coalmine, Tuba City would like to closely monitor the municipal water supply to prevent potential health risks.

Water Rights

One of the most important and controversial issues impacting the Navajo Nation is water rights. Although most of the water rights discussions and power is controlled at the Nation-level, the leadership of the Tuba City Steering Committee believes there is an opportunity to be more proactive in this discussion to create better outcomes for Tuba City residents.



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.



Tuba City Chapter

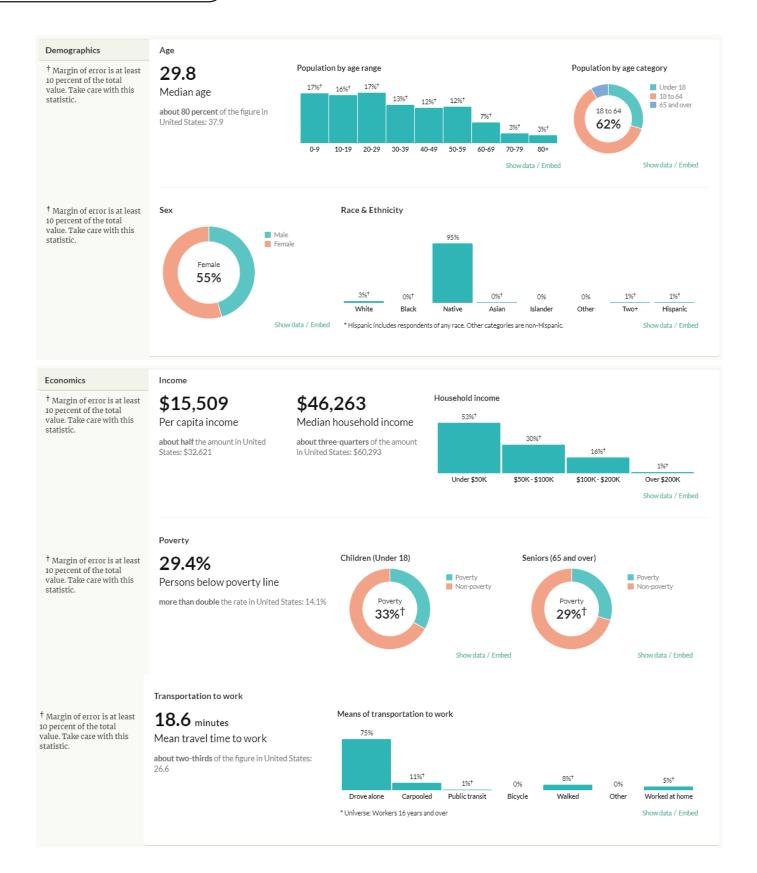
Tribal Subdivision in: United States

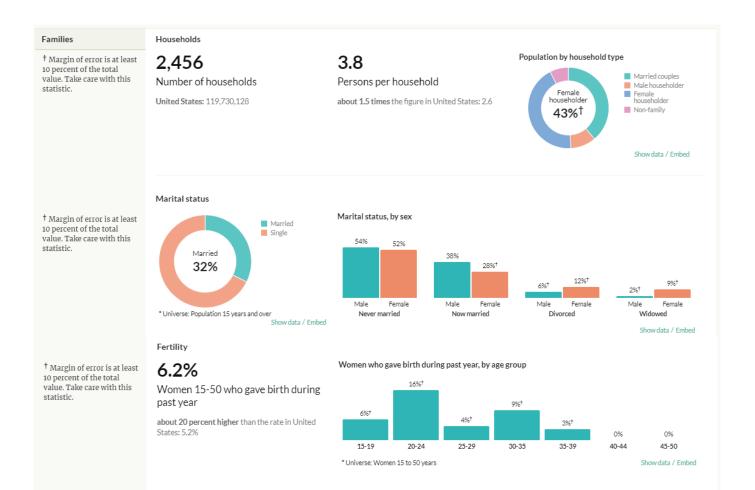
9,406 Population

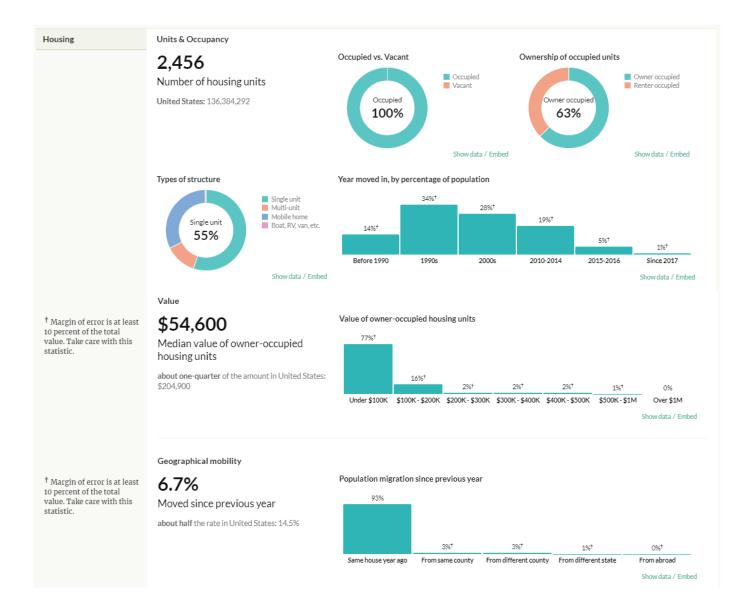
341.2 square miles

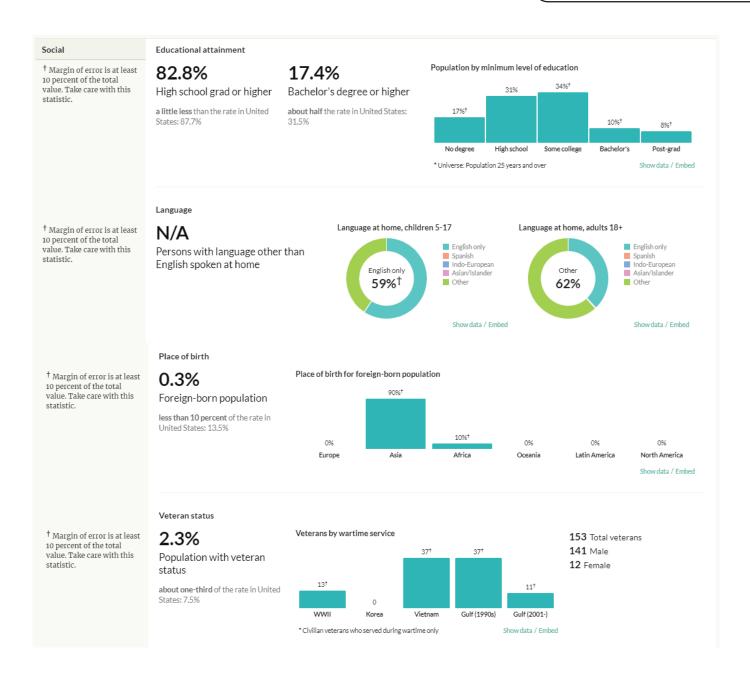
27.6 people per square mile

Census data: ACS 2018 5-year unless noted









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	\$217,808	47.7%
Company Stipends	\$27,986	6.1%
General Liability	\$343	0.1%
Personnel	\$114,455	25.1%
Special Revenue	\$94,924	20.8%
Workers Compensation	\$689	0.2%
Workers Compensation Chapter Offices	\$336	0.1%
TOTAL:	\$456,541	100%

Section G: Capital Improvement Plan (CIP)

Capital Improvement Plan (CIP)

Overview

Tuba City CIP Status

It was verified during the Tuba City Plan Week that the CIP on the WIND system is current and accurate.

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.

To' Nanees' Dizi'

Capital Project Description

Year Rank:	2020 - 1	2021 - 2026	Project ID:	HBR51111-000350	
Project Title:	Headstart Building Renovation				
Contact Name:	Charlene Manygoats, Acting Executive Manager	Contact Phone:	(928) 283-3284	Contact Email:	tonaneesdizi@navajochapters.o rg
Project description:	To provide a new replacement facommunity is in dire need of Hea	To provide a new replacement facility , Headstart Building Renovation, Western Navajo Agency, for the community of To'Nane community is in dire need of Headstart Building Renovation for youth, families, children and parents for educational purposes.	ttion, Western Navajo Agency, foi uth, families, children and parenti	To provide a new replacement facility , Headstart Building Renovation, Western Navajo Agency, for the community of To'Nanees'Dizi Chapter community. The community is in dire need of Headstart Building Renovation for youth, families, children and parents for educational purposes.	napter community. The
Statement of Need:	By providing a new Headstart Fa Administration, children, student out to outlying chapters of the N.	By providing a new Headstart Facility it will improve the educational standard for children progressing forwar Administration, children, students, and parents will have a safe building to teach, learn and hold administrativ out to outlying chapters of the Navajo Western Agencies which compromises of 18 Navajo Nation Chapters.	al standard for children progressi ilding to teach, learn and hold ad mpromises of 18 Navajo Nation C	By providing a new Headstart Facility it will improve the educational standard for children progressing forward to primary & elementary level. The Headstart Administration, children, students, and parents will have a safe building to teach, learn and hold administrative and parent conferences. The Headstart center will reach out to outlying chapters of the Navajo Western Agencies which compromises of 18 Navajo Nation Chapters.	svel. The Headstart The Headstart center will reach

Secured and Potential Funding Budget

Project Location:

200 South Main

Funding Type	Funding Source	Potential Funding Amount Applied For? applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Chapter	Chapter CIP Funds		No		
Federal	AML		No		
Federal	CDBG		No		
Navajo Nation	NN CIP General Funds		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\$	\$0
Planning / Predesign	No	0\$	\$100,000	\$0	\$0	0\$	0\$	0\$	\$100,000
Architecture / Engineering	No	\$0	\$150,000	\$0	\$0	\$0	\$0	0\$	\$150,000
Construction	No	\$0	\$0	\$636,000	\$636,000	\$0	\$0	0\$	\$1,272,000
Other	No	\$0	\$0	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Total		\$0	\$250,000	\$886,000	\$636,000	\$0	\$0	\$0	\$1,772,000

	Amount Y1	Amount Y2	Amount Y3	Amount Y4 Amount Y5	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

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To' Nanees' Dizi'

Capital Project Description

		Capital Proje	capital Project Description		
Year Rank:	2020 - 2	2021 - 2026	Project ID:	FDRWAFPA51111-000326	
Project Title:	Fire Department Renovation & Fleet Parking	leet Parking Area			
Contact Name:	Charlene Manygoats, Acting Executive Manager	Contact Phone:	(928) 283-3284	Contact Email: tonanee rg	tonaneesdizi@navajochapters.o rg
Project description:	To plan, design, and construct a To'Nanees'Dizi community in re	To plan, design, and construct a Fire Station for the community of To'Nanees'Dizi to enhance service effici To'Nanees'Dizi community in regards to fire safety, protection and improve on response time to save lives.	To'Nanees'Dizi to enhance service mprove on response time to save	To plan, design, and construct a Fire Station for the community of To'Nanees'Dizi to enhance service efficiency and productivity. To meet the safety of the community of To'Nanees'Dizi community in regards to fire safety, protection and improve on response time to save lives.	ety of the community of
Statement of Need:	The current Fire Station does not meet the demanc lack proper station for training and work performan renovation of existing Fire Department is essential.	it meet the demands of the commu nd work performance. The populati rtment is essential.	nity to ensure the welfare and safe on of To'Nanees'Dizi community is	The current Fire Station does not meet the demands of the community to ensure the welfare and safety of the community and the Fire Station equipment and personel lack proper station for training and work performance. The population of To'Nanees'Dizi community is increasing rapidly, therefore, a improved parking lot and renovation of existing Fire Department is essential.	uipment and personel arking lot and
Project Location:	Main Street Across KFC				

Secured and Potential Funding Budget

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

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Amount Y2 Amount Y3 Amount Y4 Amount Y5 Amount Y6 Total Not Yet Funded
Land	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Predesign	No	\$0	\$500,000	\$0	0\$	\$0	\$0	\$0	\$500,000
Architecture / Engineering	No	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Construction	No	\$0	\$10,000,000	\$0	\$0	0\$	\$0	\$0	\$10,000,000
Other	No	\$0	\$5,000,000	\$0	0\$	0\$	\$0	\$0	\$5,000,000
Total		\$0	\$16,500,000	\$0	\$0	\$0	\$0	\$0	\$16,500,000

	Amount Y1	Amount Y2	Amount Y3	Amount Y4 Amount Y5	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

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To' Nanees' Dizi'

		Capital Proj	Capital Project Description		
Year Rank:	2020 - 3	2021 - 2026	Project ID:	CCVC51111-000164	
Project Title:	Community Cemetery & Veterans Cemetery	s Cemetery			
Contact Name:	Charlene Manygoats, Acting Executive Manager	Contact Phone:	928-283-3284	Contact Email:	tonaneesdizi@navajochapters.o rg
Project description:	To plan, design and construct th	e District III Veterans and Genera	To plan, design and construct the District III Veterans and General Public Cemetery for the To'Nanees'Dizi and Surrounding community.	es'Dizi and Surrounding commun	ty.
Statement of Need:	There is a strong need for a new cemetery b new District III Veterans and General Public	cemetery because the current loo neral Public Cemetery for the To'N	here is a strong need for a new cemetery because the current location is over capacity and the land is unstable; therefore, the planning, designing, and constructing a ew District III Veterans and General Public Cemetery for the To'Nanees'Dizi and Surrounding community is essential so that all communities of Navajo Nation can use	d is unstable; therefore, the plann munity is essential so that all com	ecause the current location is over capacity and the land is unstable; therefore, the planning, designing, and constructing a Cemetery for the To'Nanees'Dizi and Surrounding community is essential so that all communities of Navajo Nation can use.

Secured and Potential Funding Budget

7.3 miles S. Terrace Ward Road

Project Location:

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

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Amount Y2 Amount Y3 Amount Y4 Amount Y5 Amount Y6 Total Not Yet Funded
Land	No	\$0	\$52,000	\$0	\$0	0\$	\$0	\$0	\$52,000
Planning / Predesign	No	\$0	\$0	\$0	0\$	0\$	0\$	0\$	\$0
Architecture / Engineering	No	\$0	\$14,000	\$0	0\$	0\$	\$0	0\$	\$14,000
Construction	No	0\$	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$1,500,000
Other	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total		\$0	\$1,566,000	\$0	\$0	\$0	\$0	\$0	\$1,566,000

	Amount Y1	Amount Y2	Amount Y3	Amount Y4 Amount Y5	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\$

				2		-			
				Capital	Capital Project Description	iption			
Year Rank:	2020 - 4	- 4	2021 - 2026	2026	Project ID:	ö	NTNDYC51	NTNDYC51111-002593	
Project Title:	New	New To Nanees Dizi Youth Center	th Center						
Contact Name:	Charl Execu	Charlene Manygoats, Acting Executive Manager		Contact Phone:	(928) 283-3284	3-3284	Contact Email:	nail:	tonaneesdizi@navajoch rg
Project description:									
Statement of Need:									
Project Location:	Tuba	Tuba City, Arizona							
Secured and Potential Funding Budget	tential Fundin	ig Budget							
Funding Type	Fundin	Funding Source	Potential applied fo	Potential Funding Amount applied for; or to be applied for:	Applied For?	For?	Amount Secured		Date Received
Federal	CDBG				\$0 No			\$0	\$0 Wednesday, February 13, 2019
Proposed Budget	et								
	Completed	Amount A Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$5,000	\$0	\$0	\$0	0\$	\$0	\$5,000

		Potential Funding Amount applied for; or to be applied for:	Applied For 2	Amount Secured	Date Received
Federal	CDBG	\$0	0 No		\$0 Wednesday, February 13

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Amount Y3 Amount Y4 Amount Y5 Amount Y6 Total Not Yet Funded
Land	No		\$5,000	\$0	\$0	\$0	\$0	\$0	\$5,000
Planning / Predesign	No	0\$	\$180,000	0\$	0\$	0\$	0\$	0\$	\$180,000
Architecture / Engineering	No	\$0	\$600,000	\$0	\$0	0\$	0\$	\$0	\$600,000
Construction	No	\$0		\$6,000,000	0\$	\$0	\$0	\$0	\$6,000,000
Other	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total		\$0	\$785,000	\$6,000,000	\$0	\$0	\$0	\$0	\$6,785,000

Annual Operating Budget: (Entity Responsibility)

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

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

To' Nanees' Dizi'

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To' Nanees' Dizi'

Capital Project Description

Year Rank:	2020 - 5	2021 - 2026	Project ID:	DRACNC51111-000251	
Project Title:	Demo/Replacement Community Center	y Center			
Contact Name:	Charlene Manygoats, Acting Contact Phone: Executive Manager	Contact Phone:	(928) 283-3284	Contact Email:	tonaneesdizi@navajochapters.o rg
Droiget description:					

Project description:

Statement of Need:

Project Location: Tuba City, Arizona

Secured and Potential Funding Budget

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

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Amount Y2 Amount Y3 Amount Y4 Amount Y5 Amount Y6 Total Not Yet Funded
Land	No	0\$	\$450,000	0\$	0\$	\$0	\$0	0\$	\$450,000
Planning / Predesign	No	\$0	\$1,350,000	\$0	\$0	\$0	0\$	\$0	\$1,350,000
Architecture / Engineering	No	\$0	\$900,000	\$0	\$0	0\$	0\$	\$0	\$900,000
Construction	No	\$0	\$9,000,000	\$0	0\$	\$0	0\$	0\$	\$9,000,000
Other	No	\$0	\$300,000	\$0	0\$	\$0	0\$	0\$	\$300,000
Total		\$0	\$12,000,000	\$0	\$0	\$0	0\$	\$0	\$12,000,000

	Amount Y1	Amount Y2	Amount Y3	Amount Y4 Amount Y5	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\$

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Canital Project Description

	tonaneesdizi@navajochapters.o	NTNDFSC51111-002601 Contact Email:	Capital Froject Description Project ID: (928) 283-3284		2020 - 6 New To Nanees Dizi Fairgrounc Charlene Manygoats, Acting Executive Manager	Year Rank: Project Title: Contact Name:
	tonaneesdizi@navajochapter rg	Contact Email:	(928) 283-3284	Contact Phone:	Charlene Manygoats, Acting Executive Manager	Contact Name:
Charlene Manygoats, Acting Contact Phone: (928) 283-3284 Contact Email: t Executive Manager				ds/Sports Complex	New To Nanees Dizi Fairgrounc	Project Title:
New To Nanees Dizi Fairgrounds/Sports Complex e: Charlene Manygoats, Acting Contact Phone: (928) 283-3284 Contact Email: t Executive Manager		NTNDFSC51111-002601	Project ID:	2021 - 2026	2020 - 6	Year Rank:
2020 - 6 2021 - 2026 Project ID: NTNDFSC51111-002601 New To Nanees Dizi Fairgrounds/Sports Complex (928) 283-3284 Contact Email: t e: Executive Manager (928) 283-3284 Contact Email: t			al Project Description	Capit		

Secured and Potential Funding Budget

Tuba City, Arizona

Statement of Need: Project Location:

Proposed Budget

Completed Amount Y1 Amount Y2 No Secured \$100,000 \$100,0					
No \$100,000 ng / No \$00,000 ign \$3,500,000 octure / No \$3,500,000 octure / No \$3,500,000 oction No \$3,500,000 uction No \$0 \$3,500,000 uction No \$0 \$3,500,000	Amount Y1 Amount Y2	Amount Y3 Amount Y4 Amount Y5		Amount Y6	Amount Y6 Total Not Yet Funded
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scture / No \$0 \$3,500,000 ering No \$0 \$35,000,000 uction No \$0 \$35,000,000 No \$0 \$35,000,000 \$35,000,000	\$800,000	0\$	0\$ 0\$	\$0	\$800,000
uction No \$0 \$35,000,000 No \$0 \$35,000,000	\$3,500,000	\$0	\$0	\$0	\$3,500,000
No \$0	\$35,000,000	\$0	0\$ 0\$	\$0	\$35,000,000
	0\$	\$0	0\$ 0\$	0\$	0\$
\$39,400,000	\$0 \$39,400,000 \$0	\$0	0\$ 0\$	0\$	\$39,400,000

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

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To' Nanees' Dizi'

Capital Project Description

Year Rank:	2020 - 7	2021 - 2026	Project ID:	NTNDEC51111-002595	
Project Title:	New To Nanees Dizi Equestrian Center	Center			
Contact Name:	Charlene Manygoats, Acting Executive Manager	Contact Phone:	(928) 283-3284	Contact Email:	tonaneesdizi@navajochapters.o rg
Project description:					
Statement of Need:					

Secured and Potential Funding Budget

Tuba City, Arizona

Project Location:

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Amount Y2 Amount Y3 Amount Y4 Amount Y5 Amount Y6 Total Not Yet Funded
Land	No		\$100,000	\$0	\$	\$0	0\$	\$	\$100,000
Planning / Predesign	No	\$0	\$500,000	\$0	0\$	\$0	\$0	\$0	\$500,000
Architecture / Engineering	No	0\$	\$2,200,000	0\$	0\$	0\$	0\$	0\$	\$2,200,000
Construction	No	\$0	\$22,000,000	0\$	0\$	0\$	0\$	\$0	\$22,000,000
Other	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total		\$0	\$24,800,000	\$0	\$0	\$0	\$0	\$0	\$24,800,000

	Amount Y1	Amount Y2	Amount Y3	Amount Y4 Amount Y5	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

To' Nanees' Dizi'

Capital Project Description

Year Rank:	2020 - 8	2021 - 2026	Project ID:	NTNDMPF51111-002604	
Project Title:	New To Nanees Dizi Multi-Purpose Facility	pose Facility			
Contact Name:	Charlene Manygoats, Acting Contact Phone: Executive Manager	Contact Phone:	(928) 283-3284	Contact Email:	tona rg
Project description:					

Statement of Need:

Project Location:

Tuba City, Arizona

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Nation	Sihasin	\$0 No	No	0\$	0 Tuesday, January 1, 2019
Navajo Chapter	Chapter CIP Funds	\$0 No	No	0\$	\$0 Tuesday, January 1, 2019

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2 Amount Y3 Amount Y4	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Amount Y5 Amount Y6 Total Not Yet Funded
Land	No	0\$	\$5,000	\$0	0\$	0\$	\$0	\$0	\$5,000
Planning / Predesign	No	0\$	\$180,000	0\$	\$0	\$0	\$0	0\$	\$180,000
Architecture / Engineering	No	\$0	\$600,000	0\$	0\$	\$0	\$0	0\$	\$600,000
Construction	No	\$0	\$6,000,000	\$0	\$0	\$0	\$0	\$0	\$6,000,000
Other	No	0\$	\$0	\$0	\$0	0\$	\$0	0\$	\$0
Total		\$0	\$6,785,000	0\$	\$0	\$0	\$0	\$0	\$6,785,000

Annual Operating Budget: (Entity Responsibility)

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

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			INFR	INFRASTRUCTU	RE	ITAL IMP	ROVEN	IENT PLAN	CAPITAL IMPROVEMENT PLAN FY 2021 - 2026	9		
						To' Nanees' Dizi'	ses' Dizi	•				
					Cap	Capital Project Description	ct Descri	iption				
Year Rank:	7	2020 - 9		2021 - 2026	2026		Project ID	ö	TNDLGE	TNDLGBR51111-001693		
Project Title:	н	To' Nanees' Dizi' Local Government Building	i' Local Goverr	nment Builc	ting Renovation	с						
Contact Name:	υш	Charlene Manygoats, Acting Executive Manager	goats, Acting ıger	Conta	Contact Phone:		9282833284	284	Contact Email:	Email:	tonaneesdizi@navajochapters.o rg	/ajochapters.o
Project description:		To provide a safe environment for space for Chapter Administration, events and conferences/meetings	fe environmen ter Administrati ^F erences/meeti	t for commi ion, Grazini ngs.	unity meeting t _i g Official, Cour	o address n ncil of Naa'ta	eed of the aa'nii, ager	community of To rcy wide prograr	o'Nanees'Dizi Chá ns/departments to	apter House. To r o hold workshops	To provide a safe environment for community meeting to address need of the community of To'Nanees'Dizi Chapter House. To renovate the Chapter House to provide space for Chapter Administration, Grazing Official, Council of Naa'taa'nii, agency wide programs/departments to hold workshops and community of Tuba City for social events and conferences/meetings.	e to provide ity for social
Statement of Need:		The need is ess or the communi	sential for comr ity of Tuba City	munity ever	its and gatheri	ing. The Ch	apter Hou	se is a essential	place for project u	updates, addressi	The need is essential for community events and gathering. The Chapter House is a essential place for project updates, addressing community needs and a open facility for the community of Tuba City.	a open facility
Project Location:	Г	Tuba City, Arizona	na									
Secured and Potential Funding Budget	otential Fun	ding Budg	et									
Funding Type	Fui	Funding Source		Potential Fu applied for;	I Funding Amount for; or to be applie	nding Amount or to be applied for:	Applied For?	-or?	Amount Secured	ecured	Date Received	
Navajo Nation	NN	NN CIP General Funds	-unds				No					
Federal	AML	Ţ					No					
Navajo Chapter	Chi	Chapter CIP Funds	ls				No					
Navajo Nation	NN	NN CIP General Funds	-spun				No					
Proposed Budget	get											
	Completed	Amount Secured		Amount Y1	Amount Y2	Amount Y3	nt Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded	
Land	No		\$0	\$0		\$0	\$0	\$	\$0	\$0	\$0	\$0
Planning / Predesign	No		\$0	\$100,000		\$0	\$0	\$	0\$	\$0\$	\$0 \$100,000	00
Architecture / Engineering	No		0\$	\$150,000		\$0	\$0	\$	\$0	\$ 0\$	\$150,000	00
Construction	No		\$0	\$0	\$800,000	,000	\$0	\$	0\$	\$0	\$800,000	00
Other	No		\$0	\$0		\$0	\$0	Ş	\$0	\$0\$	0\$	\$0
Total			\$0	\$250,000	\$800,000	000	\$0	\$	\$0	\$0	\$0 \$1,050,000	00
Annual Operating Budget: (Entity Responsibility)	ing Budget:	(Entity Res	sponsibility	•								
			Amount Y1	Amount	unt Y2	Amount Y3		Amount Y4	Amount Y5	Amount Y6	Total for next 6 years	G
Operating / Maintenance	nance			\$0	\$0		\$0	\$0	\$0	0	0\$	\$0
Operating Revenues	Se			\$0	\$0		\$0	\$0	\$0	0	0\$	\$0
Total				\$0	\$0		\$0	\$0	0\$		0\$	\$0

To' Nanees' Dizi'

Capital Project Description

Year Rank:	2020 - 10	2021 - 2026	Project ID:	NTNDSCB51111-002605	
Project Title:	New To'Nanees'Dizi Senior Center Building	iter Building			
Contact Name:	Charlene Manygoats, Acting Contact Phone: Executive Manager	Contact Phone:	(928) 283-3284	Contact Email:	tonaneesdizi@navajochapters.o rg
Project description:					

Statement of Need:

Project Location:

Tuba City, Arizona

Secured and Potential Funding Budget Funding Type

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For? or:	Amount Secured	Date Received
Navajo Chapter	Chapter CIP Funds	\$370,000 Yes	Yes	\$370,000	\$370,000 Sunday, October 1, 2017
Navajo Nation	Sihasin	\$4,166,667 Yes	Yes	\$4,166,667	Sunday, July 1, 2018

Proposed Budget

)								
	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Amount Y3 Amount Y4 Amount Y5 Amount Y6 Total Not Yet Funded
Land	No		\$0	0\$	\$0	\$0	\$0	\$0	\$0
Planning / Predesign	No	\$200,000	\$0	0\$	0\$	0\$	0\$	0\$	\$0
Architecture / Engineering	No	\$170,000	\$0	0\$	\$0	\$0	0\$	0\$	\$0
Construction	No	\$4,000,000	\$0	0\$	0\$	\$0	0\$	0\$	\$0
Other	No	\$166,666	\$222,000	0\$	\$0	\$0	0\$	0\$	\$222,000
Total		\$4,536,666	\$222,000	0\$	\$0	0\$	0\$	\$0	\$222,000

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

To' Nanees' Dizi'

Capital Project Description

Year Rank:	2021 - 1	2021 - 2026	Project ID:	NKVRI51111-002607	
Project Title:	N609 (2) 2, 4, Kerley Valley Road Improvemen	ad Improvement			
Contact Name:	Charlene Manygoats, Acting Contact Phone: Executive Manager	Contact Phone:	(928) 283-3284	Contact Email:	tonan rg
Project description:					

Statement of Need:

Project Location: Tuba City, Arizona

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount Applied For? applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Nation	NN Fuel Excise Tax Funds	\$0	\$0 Yes	0\$	\$0 Wednesday, February 13, 2019
Federal	BIA	\$0	\$0 No	0\$	\$0 Wednesday, February 13, 2019

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Amount Y2 Amount Y3 Amount Y4 Amount Y5 Amount Y6 Total Not Yet Funded
Land	No		\$0	\$0	\$0	\$0	\$0	0\$	\$0
Planning / Predesign	No	0\$	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No	\$0	\$0	\$150,000	\$50,000	\$0	\$0	\$0	\$200,000
Construction	No	\$0	\$0	\$0	\$2,600,000	\$0	\$0	0\$	\$2,600,000
Other	No	\$0	\$0	\$0	\$0	\$0	\$0	0\$	\$0
Total		\$0	\$0	\$150,000	\$2,650,000	\$0	\$0	\$0	\$2,800,000

Annual Operating Budget: (Entity Responsibility)

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

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Capital Project Description

Year Rank:	2021 - 2	2021 - 2026	Project ID:	NMRI51111-002608	
Project Title:	N1012, Moenave Road Improvement	ment			
Contact Name:	Charlene Manygoats, Acting Executive Manager	Contact Phone:	(928) 283-3284	Contact Email:	tonaneesdizi@navajochapters.o rg
Ductor decembers.					

Project description:

Statement of Need:

Tuba City, Arizona Project Location:

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount Applied For? applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Nation	NN Fuel Excise Tax Funds	\$0 No	No		\$0 Wednesday, February 13, 2019
Federal	BIA	\$0	No		\$0 Wednesday, February 13, 2019

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Amount Y3 Amount Y4 Amount Y5 Amount Y6 Total Not Yet Funded
Land	No	\$0	0\$	\$0	\$0	0\$	\$0	\$0	\$0
Planning / Predesign	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000
Construction	No	\$0	\$0	\$4,910,000	\$0	\$0	\$0	\$0	\$4,910,000
Other	No	\$0	0\$	\$1,270,500	\$0	\$0	\$0	\$0	\$1,270,500
Total		\$0	\$0	\$6,680,500	\$0	0\$	\$0	0\$	\$6,680,500

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

To' Nanees' Dizi'

Capital Project Description

Year Rank:	2021 - 3	2021 - 2026	Project ID:	NOALR51111-002609	
Project Title:	N6222, Old Airport Loop Road				
Contact Name:	Charlene Manygoats, Acting Executive Manager	Contact Phone:	(928) 283-3284	Contact Email:	tonaneesdizi@navajochapters.o rg
Project description:					

Statement of Need:

Project Location:

Tuba City, Arizona

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount Applied For? applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Federal	BIA	\$0	\$0 No	\$	\$0 Wednesday, February 13, 2019
Navajo Nation	NN Fuel Excise Tax Funds	\$0 No	No	\$0	\$0 Wednesday, February 13, 2019

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y3 Amount Y4 Amount Y5	Amount Y5	Amount Y6	Amount Y6 Total Not Yet Funded
Land	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Predesign	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Construction	No	\$0	\$0	\$786,100	\$0	\$0	\$0	\$0	\$786,100
Other	No	\$0	\$0	\$168,900	\$0	\$0	\$0	\$0	\$168,900
Total		\$0	\$0	\$1,105,000	\$0	\$0	\$0	\$0	\$1,105,000

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

To' Nanees' Dizi'

Capital Project Description

Year Rank:	2021 - 4	2021 - 2026	Project ID:	NCWRI51111-002611	
Project Title:	N6221, Chee Willie Road Improvements	ovements			
Contact Name:	Charlene Manygoats, Acting Contact Phone: Executive Manager	Contact Phone:	(928) 283-3284	Contact Email:	tonaneesd rg
Project description:					

Statement of Need:

Tuba City, Arizona Project Location:

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount Applied For? applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Federal	BIA	0\$	\$0 No	\$0	\$0 Wednesday, February 13, 2019
Navajo Nation	NN Fuel Excise Tax Funds	0\$	\$0 No	0\$	\$0 Wednesday, February 13, 2019

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3 Amount Y4		Amount Y5	Amount Y6	Amount Y6 Total Not Yet Funded
Land	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Predesign	No	\$0	\$0	\$0	0\$	\$0	\$0	\$0	\$0
Architecture / Engineering	No	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Construction	No	\$0	\$0	\$1,219,200	0\$	0\$	0\$	\$0	\$1,219,200
Other	No	\$0	\$0	\$239,700	\$0	\$0	\$0	\$0	\$239,700
Total		0\$	\$0	\$1,658,900	0\$	\$0	\$0	\$0	\$1,658,900

Annual Operating Budget: (Entity Responsibility)

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

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Section 7: Community Land Use Plan (CLUP)

Community Land Use Plan (CLUP)

Tuba City CLUP Status

The Tuba City Planning and Zoning Committee is finalizing the update of the existing Community Land Use Plan (CLUP). The Tuba City Chapter currently recognizes the work completed by WHPacific in 2008 as their current CLUP. The update, to be ratified in 2020, will go before the Navajo Nation Resources and Development Committee in early 2020. For Navajo Chapters, the purpose of their Comprehensive Land Use Plan (CLUP) is to guide the future development and preservation of their land while establishing policies for future land use. The CLUP document is intended to help Chapter officials and members to make better decisions regarding budgeting, capital improvements and land use in order to reach the community's vision for its future.

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

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

Section 8: Housing Assessment

Housing Assessment

Overview

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

Section 9: Housing Escrow Funds

Housing Escrow Funds

Housing Escrow Funds

On July 25, 2013, the Navajo-Hopi Land Commission unanimously passed resolution NHLCJY-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

HEF Policy

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

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, NHLC approved a drawdown of \$1.073 million to acquire 17 manufactured homes for the benefit of 17 recipients needing replacement homes on an emergency basis.

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

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

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

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	

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

Tuba City Housing Escrow Fund Status

To date, the Tuba City Chapter has not drawn any of the \$504,953.12 of Housing Escrow Funds from the NHLCO. The Chapter indicates that they are "trying to draw the funding down, but the policies continue to change." The Chapter believes that it is ready to receive and utilize such funding.

The Chapter has identified a specific waiting list of individuals who would benefit from the expenditure of the funds. The creation of a materials list is the next step.

The Tuba City Steering Committee is familiar with the housing assessment work that was done by Native Builders approximately five years ago. The primary conclusion is that the overall condition of the housing has deteriorated substantially since the original housing assessment. As such the cost to improve the homes has increased.

The Tuba City Steering Committee expressed some frustration that documentation has been submitted to three administrations but no funding has been distributed. In addition, the Chapter is finalizing the update of its CLUP in order to successfully utilize the funds.

Tuba City has addressed the policy requiring that HEF funding be utilized only for materials by dedicating local matching funds for labor. (Notably, the NHLCO has recently revised the policy to allow funding to be used for labor.)

Despite all of this, the Steering Committee members indicated that the Chapter "has not given up hope that the funds can be utilized in the near future."

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	89	100%	Other
Environmental Restoration	80	100%	Sector-specific
Pass-through Visitor Services	80	100%	Tourism
Education Development	78	100%	Community Development
Destination Tourism	75	100%	Tourism
Business Retention and Expansion	73	100%	General Business
Entrepreneurial Development	73	100%	General Business
Business Cultivation	72	50%	General Business
Cultural Tourism	72	80%	Tourism
Bedroom Community Development	70	60%	Community Development
Business Recruitment	68	100%	General Business
Local/Regional Tourism	65	100%	Tourism
Leading-edge Development	64	100%	Sector-specific
Infrastructure Development	63	100%	Other
Attracting Government Jobs	62	100%	Other
Logistics Centers	60	75%	Sector-specific
Downtown Development	60	100%	Community Development
Health Care Expansion	56	100%	Community Development
Energy Development	54	100%	Sector-specific
Attracting Lone Eagles	54	100%	Other
Attracting Retirees	49	100%	Other
Value-added Forest Products	47	75%	Value-added
Value-added Fisheries	46	33%	Value-added
Value-added Mining	46	50%	Value-added
Value-added Agriculture	44	75%	Value-added

Appendix B

Planning Methodology

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

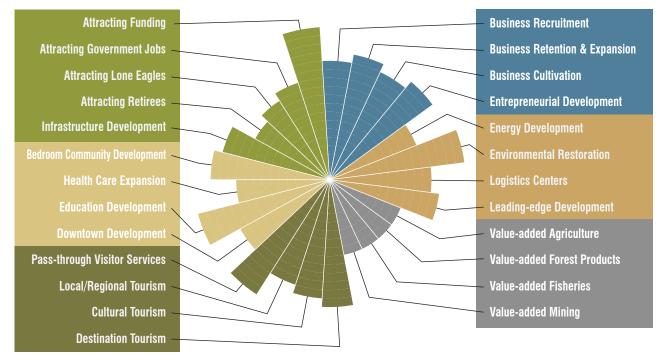
resources needed to generally engage in community and economic development activities, and considers such things as unity of vision, land-use policy, community attitude and organizational stability.

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 Tuba City 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 Tuba City'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 Tuba City'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 Tuba City.

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 Tuba City?
- Do you believe that Tuba City 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 Tuba City 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 Tuba City 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.



Community Thumbprint[™] by Building Communities, Inc.