

# GANADO

ARIZONA



## *Economic Development Strategic Plan*

Final – September 2013



NORTHEAST ARIZONA  
ECONOMIC DEVELOPMENT PLANNING GROUP



A Building Communities™  
Strategic Plan



ECONOMIC DEVELOPMENT for APACHE COUNTY  
EDAC



# Ganado, Arizona Economic Development Strategic Plan

Prepared for  
**Ganado**

Prepared by



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## About the Northeast Arizona Economic Development Planning Group

In 2010, Apache County, Arizona successfully applied for funding from the US Department of Housing and Urban Development (HUD) to complete a Regional Plan for Sustainable Development. This effort is led by the Northeast Arizona Economic Development Planning Group (NEAZEDPG), and managed by Economic Development for Apache County (EDAC).

Our two-phased effort offers an opportunity for communities, tribes and chapters to first complete local community and economic development strategic plans that are the result of over 13 hours of community engagement. Local plans address issues and ideas specific to that community and come from community members and leaders. Issues and opportunities common across these local plans are then



considered in the development of the Regional Plan.

The Apache County project is one of 74 regional efforts across the nation. The grant awardees determine the focus of their work. Apache County chose economic development as the focus of its planning.

Our participants are using an approach developed by Building Communities, Inc., a consulting firm that specializes in a very objective methodology which allows for the selection of up to 25 strategies to improve local economic conditions and overall quality of life.

Each participating community forms a local Steering Committee that selects strategies and assigns essential action steps for implementation. The steering committee not only recommends strategies to their governing body but assumes the responsibility for strategy implementation.

The second phase of the planning process entails the effort to build the Regional Plan. The participating communities meet to determine

Project at a Glance	
<b>Funder</b>	U.S. Housing and Urban Development (HUD)
<b>Grant Awardee</b>	Apache County
<b>Project Manager</b>	Economic Development for Apache County
<b>Grant Announced</b>	October 2010
<b>Project End Date</b>	December 2013
<b>Local Plans Started and/or Completed</b>	Chinle Eagar (not complete) Ft. Defiance Ganado Many Farms Navajo Nation Summit Sipaulovi Springerville St. Johns Upper Moenkopi Village White Mountain Apache Tribe Winslow
<b>Regional Plan</b>	Draft August 2013 Final September 2013

common issues and opportunities that, if addressed through regional cooperation, will likely produce greater benefits. Communities readily recognize that some efforts will be more successful if approached in this way.

This local plan, therefore, is one of many locally based efforts to help the region diversify its economy and improve its overall quality of life. Through both community-based effort and regional collaboration, the participants in this planning effort will create stronger economies for tomorrow.





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# Executive Summary

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# Executive Summary

## Our Community and Vision

There is a tender feeling one experiences when visiting with the residents of Ganado. That feeling is in sharp contrast to the harsh and demanding landscape that weaves its way in and around the community. This contrast pulls at one's heart because of the quiet determination of residents to build their homes, raise their families and revere their past. If one were to choose a word to describe the unique spirit of Ganado, it would be respect. Tradition is honored, protocol followed and courtesy extended to all.

The Ganado community has a rich Navajo history of commerce, agriculture, education, service to country, negotiation, art, compassion and perseverance. These qualities are reflected in the face of one of our oldest residents. Her sparkling dark eyes reflect the reciprocal love of her people, her own love of life and the honor she gives our ancestors as she boasts of living in the very spot where her mother buried her umbilical cord in the time-honored, traditional Navajo way more than 80 years ago. Her under 5-foot, small-frame is another contrast to the tremendous energy that bubbles out of her in warm, mischievous smiles, giggles with her friends and her ardent defense of what's right and "how things should be done."

Ganado has been an economic center for the Navajo people since 1871, when the first trading post was established. It is strategically located at the crossroads of State Highways 191 and 264. In the heart of Ganado is the Hubbell Trading Post National Historic Site. This trading post has been central to the livelihood of Navajo artisans and entrepreneurs for well over a century. Navajo tradition is revered in Ganado with strong community and family ties, dedicated senior services, health care, veterans' services and a commitment to education.

Highways 191 and 264 are the main arteries through the Navajo Nation. They provide tremendous opportunities for expanding services for tourists and local residents. The awe-inspiring walls of Canyon de Chelly are located north on highway 191. Highway 264 runs east and west through the Navajo and Hopi tribal lands. The Hubbell Trading Post NHS is already a popular destination for those interested in Navajo history, culture and art. These conditions provide fertile ground for pursuing economic strategies related to tourism and business recruitment.

It is the foundation of respect and sense of community that has prepared us to step forward into our future. There is a wealth of experience and knowledge waiting to be tapped in our residents and community volunteers that will facilitate a new era of economic growth and prosperity for the community of Ganado.

## Background and Context for Planning

The community of Ganado is a participant in the Northeast Arizona Economic Development Planning Group (NEAZEDPG) to develop a Regional Sustainability Plan for Northeast Arizona. This strategic planning project is an unprecedented regional collaboration that includes several incorporated cities and towns in Apache and Navajo Counties and three Tribal Nations—Navajo Nation, Apache Nation and Hopi Nation. The planning effort is being coordinated by Economic Development for Apache County (EDAC), a non-profit community development corporation. Apache County, a recipient of a Sustainable Communities Regional Planning Grant Program through the Department of Housing and Urban Development's (HUD) Office of Sustainable Housing and Communities (OSHC), is the fiscal agent for the planning grant that supported all of the planning initiatives in this regional collaboration. EDAC contracted with Building Communities, Inc. to guide and facilitate individual participants through the planning process.

As a community on the Navajo Indian Reservation, Ganado faces very high rates of unemployment and poverty, and the significant challenges of remote, rural living. Residents must travel an hour to reach most retail services that the most of us would find “around the corner.”

Resiliency is the context in which the Steering Committee and community approached the planning process. The focus was on utilizing the advantages that Ganado has to address their situation and challenges. Ganado chose their strategies with a focus on revitalizing their business district and tourism opportunities.

## Scope of Plan

This strategic plan has a three-to-five year plan horizon and is focused on the community of Ganado, its immediate surroundings and its history. The immediate implementation of the plan will be driven by the Steering Committee. One of the primary objectives of the Committee is to build the capacity of the community so many, if not most, of the implementation activities can be cooperatively carried out with other local entities.

## Looking to the Future

Ganado has a tremendous opportunity to implement the Economic Development Strategies and Quality-of-life Initiatives they have chosen to include in this plan. The Steering Committee consists of community-minded individuals who are working well with the Chapter elected officials. They are also working with their county representative to coordinate their efforts on several levels. This spirit of cooperation and cohesiveness will serve them well in the months and years to come.

The residents of Ganado have a prosperous future ahead of them with the implementation of this plan. With the guidance of elders in the community, the business experience and expertise on the Steering Committee and supportive elected officials, Ganado is ready to step into their future.

## Community and Economic Development Strategies

- Attracting Government Funding
- Business Recruitment
- Cultural Tourism
- Pass-through Visitor Services

## Quality-of-Life Initiatives

- Senior Services
- Veterans’ Services



Section 1:

# Introduction

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*Planning Methodology & Approach*





# 1 - Introduction

## Planning Methodology

In order to maximize community participation in the planning process, and to quickly transition the community to plan implementation, Ganado 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 13 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, Ganado’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 Ganado’s vision—a palpable manifestation of its values and desires—while the strategies and initiatives which constitute the bulk of the plan define Ganado’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 Ganado, 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 Ganado 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
  - Community Organizer Assessment
  - Voice of the Community Meeting
  - Strategy & QOLIs Selection Session
  - Assigning Essential Action Steps
  - Elevator Speech Session

## The People

Communities are people. And, 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 in this model.

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

- **Plan Director:** Co-Directors Teresa Gorman and Harriett Tracy, members of the Ganado Chapter- Serves as the liaison between Building Communities and Ganado; oversees community outreach efforts; assists in creating the Steering Committee; coordinates all planning and implementation efforts over the life of the plan.
- **Plan Facilitator:** Karalea Cox, 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 never 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 Ganado 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. Ganado Steering Committee members:
  - Aliema Benally
  - Evangeline Curley-Thomas
  - Penny Denetsoe
  - Gordon Gorman
  - Carolyn Holmes
  - Antalena F. Lee
  - Isabel Shondee
  - Al Thomas
  - Phyllis Yazzie
- **Citizens of Ganado:** 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. For Ganado, Plan Week consisted of the seven sessions listed previously and was conducted October 30 - 31, 2012.

Data-gathering and analysis sessions were first in the process. They drew on the knowledge and experience of Steering Committee members and community members. 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 Ganado'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" 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 Ganado'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:

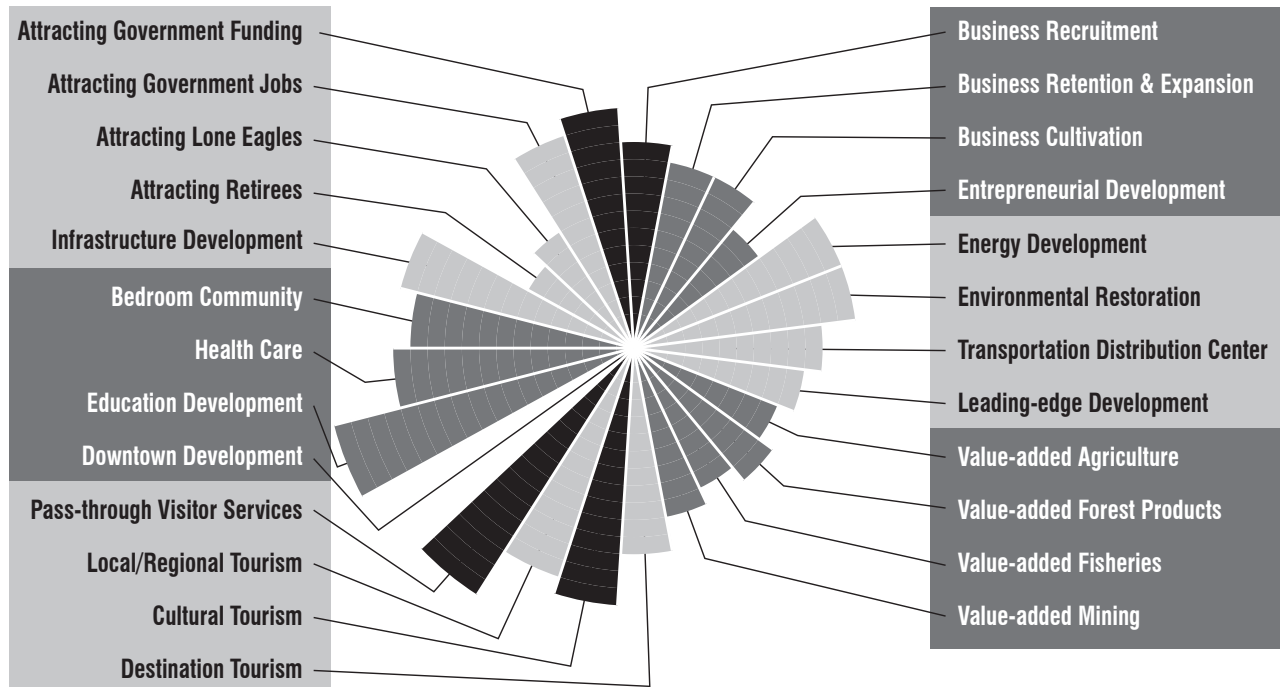
- A logical assessment of what the community **should do** based on the likelihood of success (the “mind”)
- The passion the community has to advance in a desired direction, or what it **wants to do** (the “heart”)
- The capacity of the community to advance based on its human, financial and technical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

### Session 1: Key Success Factor Analysis



Plan Week began with a fast-paced analysis of Ganado’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 Ganado’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 2 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 Ganado. In addition to the addressing specific issues, *Quality-of-life Initiatives* are also designed to capture development and sustainability elements consistent with the U.S. Department of Housing and Urban Development’s (HUD)’s Livability Principles:

1. Providing more transportation choices
2. Promoting equitable and affordable housing
3. Enhancing economic competitiveness
4. Supporting existing communities
5. Coordinating and leveraging federal policy and investments
6. Valuing communities and neighborhoods.

Many topics were brought forward by the Steering Committee, including but not limited to:

- Youth
- Crime
- Senior Citizens
- Land Use Policies
- Travel-to services for residents
- Veterans’ Services

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: 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 Ganado 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 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 Ganado?
- Do you believe that Ganado 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



#### STRATEGY SELECTOR

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



#### 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. This was no small task, and the Steering Committee’s work, together with all their input earlier in Plan Week (and that of the broader community) constitute the bulk—and certainly the “meat”—of this strategic plan. Building Communities takes great pride in being able to work with and engage great people in accomplishing such a huge task. We applaud you all!

### Session 7: Elevator Speech



#### 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 Ganado 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 Ganado 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.

## Conclusion

It is interesting to note that most of the planning activities took place during a change in chapter administration. This created some challenging dynamics as the election cycle unfolded and new officers were elected. This could have been a major stumbling block in the planning process. However, the community and chapter officials from both administrations deserve to be commended for their cooperation and support of this planning effort during the transition period. This example of community spirit and cooperation is a strong indicator of the success that Ganado can expect as they move forward with implementation.





Section 2:

# Plan Week Results

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## Plan Week Results

### Overview

To gather the information from which to begin formulating Ganado's strategic plan, the Steering Committee participated in a multi-session planning process called Plan Week, which is outlined in detail in Section 1 of this plan. During these sessions, the Steering Committee considered 25 specific community and economic development strategies and a community-generated list of initiatives to improve Ganado's quality of life. The community at large was also invited to consider and provide input about these same strategies and initiatives. At the conclusion of Plan Week, the Steering Committee selected the following strategies for implementation in Ganado:

- Attracting Government Funding
- Business Recruitment
- Cultural Tourism
- Pass-through Visitor Services

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

- Senior Services
- Veterans' Services

## Strategy Selection Process

As mentioned briefly in Section 1, the Ganado Steering Committee participated in an objective assessment of the most viable economic development strategies for a given community—the *Key Success Factor Analysis*. Using this rating and scoring system, the Steering Committee considered a host of strategy-specific *Key Success Factors*, rating Ganado’s comparative advantage for each factor, relative to communities of a similar size.

Each of the *Key Success Factors* was scored on a scale of ‘0’ to ‘4’. Where the Steering Committee determined that Ganado has a significant comparative advantage relative to its competition, that factor was scored a ‘4’. Where a particular Key Success Factor was determined to be relatively absent in Ganado, it was given a score of ‘0’. Intermediate scores from ‘1’ to ‘3’ 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* to the right, which presents all 25 strategies, ranked by Building Communities according to the likelihood of successful implementation.

This initial *Prioritized Strategy Report* provided the Steering Committee with a solid foundation from which it could begin considering which of the 25 strategies the community should ultimately pursue. As the Building Communities approach recognizes that making wise choices in 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, and whether or not it believes the community could successfully do so.

### Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Education Development	88	Community Development
Pass-through Visitor Services	85	Tourism
Cultural Tourism	73	Tourism
Local/Regional Tourism	70	Tourism
Attracting Government Funding	70	Other
Infrastructure Development	69	Other
Health Care	68	Community Development
Bedroom Community	65	Community Development
Energy Development	64	Sector-specific
Environmental Restoration	64	Sector-specific
Attracting Government Jobs	63	Other
Destination Tourism	61	Tourism
Transportation Distribution	60	Sector-specific
Business Recruitment	57	General Business
Business Cultivation	56	General Business
Leading-edge Development	56	Sector-specific
Value-added Mining	55	Value-added
Business Retention and	53	General Business
Value-added Forest Products	48	Value-added
Value-added Agriculture	45	Value-added
Value-added Fisheries	45	Value-added
Entrepreneurial Development	43	General Business
Attracting Lone Eagles	38	Other
Attracting Retirees	33	Other
Downtown Development	5	Community Development

The results of the *Voice of the Community Meeting* were then weighed, factored and combined with the results of the *Key Success Factor Analysis* to produce the *Enhanced Strategy Report*. This report provided the Steering Committee with a more complete view about the desires and confidence level of both leaders and citizens with respect to each of the 25 potential strategies. This information, along with the *Prioritized Strategy Report*, served as the foundation for the final strategy selection process. In addition, before strategies were actually selected, the Steering Committee was asked to assess the capacity of the community to carry out both general and specific community and economic development activities. This was done during the *Community Organizer Assessment* session during *Plan Week*. The recommendations that resulted from that session will help the community refine and increase its capacity to work together and succeed as it begins implementing the strategic plan.

### Enhanced Strategy Report

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
✓ Pass-through Visitor Services	227	92%	75%	Tourism
Business Cultivation	223	92%	92%	General Business
✓ Cultural Tourism	223	83%	83%	Tourism
Attracting Government Jobs	221	92%	75%	Other
✓ Business Recruitment	215	92%	83%	General Business
Education Development	213	75%	83%	Community Development
Entrepreneurial Development	210	92%	92%	General Business
Destination Tourism	203	83%	75%	Tourism
Infrastructure Development	202	83%	75%	Other
Health Care	201	83%	83%	Community Development
Transportation Distribution Center	193	83%	67%	Sector-specific
Business Retention and Expansion	192	82%	83%	General Business
Local/Regional Tourism	187	75%	75%	Tourism
✓ Attracting Government Funding	187	75%	75%	Other
Value-added Agriculture	178	75%	83%	Value-added
Environmental Restoration	172	75%	75%	Sector-specific
Energy Development	160	69%	67%	Sector-specific
Attracting Retirees	108	58%	58%	Other
Leading-edge Development	89	42%	42%	Sector-specific
Downtown Development	68	54%	50%	Community Development
Value-added Mining	63	33%	58%	Value-added
Bedroom Community	57	25%	17%	Community Development
Attracting Lone Eagles	46	33%	33%	Other
Value-added Fisheries	45	50%	42%	Value-added
Value-added Forest Products	23	25%	38%	Value-added

Checkmarks (✓) indicate selected strategies.

With these various analyses and assessments in place, the Steering Committee's task was to choose the strategies which the community would ultimately advance. Consideration of the *Prioritized Strategy Report* yielded an initial selection of the "most viable" strategies. The Steering Committee then had a frank discussion about capacity and the results from the *Community Organizer Tool*. Recognizing their limitations and wanting the community to see results as quickly as possible, the Committee limited the number of selected strategies to four and then assigned one or more members to play a lead role in the implementation of each strategy.

## Importance of Recommendations

The Building Communities methodology results in two types of recommendations: 1) *Essential Action Steps* associated with the selected community and economic development strategies and *Quality-of-life Initiatives*; and 2) organizational capacity recommendations generated by the *Community Organizer Assessment*.

Combined, these two elements generate a substantial number of recommendations and actions the community should take in order to successfully implement its selected strategies.

However, the results of the *Community Organizer Assessment* should be seen as supporting recommendations. In other words, it is the *Essential Action Steps* that should be the primary focus, with the recommendations provided through the *Community Organizer Assessment* viewed more as a “tune-up” for the assigned organizations—and the community as a whole—to get the work done. The recommendations of the Community Organizer follow the Selected Strategies section of this plan.

It is the recommendation of Building Communities that the Steering Committee meet monthly to review the Essential Action Steps and to address the recommendations contained in Section 5 of this plan. The Steering Committee will need to focus on the implementation of their Essential Action Steps as well as build business and community capacity to insure successful plan implementation.

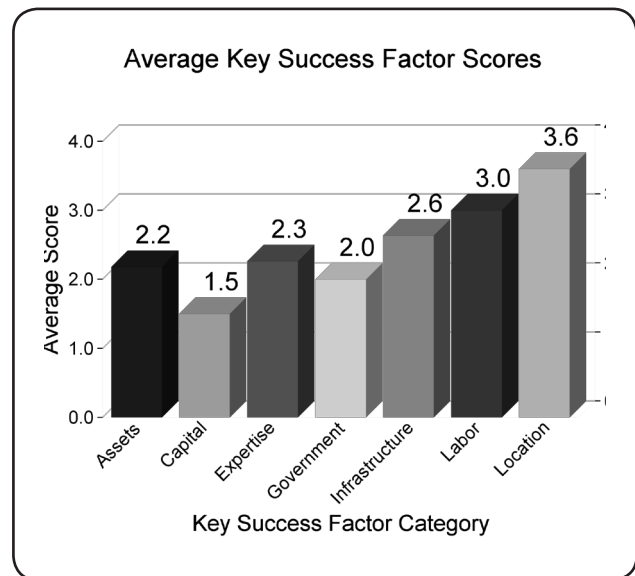
## SWOT Analysis

### Overall SWOT Summary

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 local assessment of the relative comparative advantage of each of the *Key Success Factors*, in effect, yields a SWOT analysis based on these seven categories:

- Assets
- Capital
- Expertise
- Government
- Infrastructure
- Labor
- Location



The table below presents a brief description of each category and the average score of the community in each of those categories.

Taking a broad view of the Key Success Factor analysis for Ganado indicates that the average scores are generally low when compared to communities not located on Navajo Nation lands. When these scores are compared to other Navajo communities, these scores are average or above average.

It has already been noted that Ganado needs to build capacity and these scores again reflect that. With Capital being the lowest-scoring category and Location being the highest, the selected strategies for implementation reflect the Steering Committee's understanding of these scores and how best to use them to their advantage.

<b>Key Success Factor Categories</b>		<b>AVG SCORE</b>
<b>Assets</b>	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	2.2
<b>Capital</b>	Business debt and equity funding as well as consistent funding for development organizations to succeed.	1.5
<b>Expertise</b>	The skills, connections and abilities of local professionals.	2.3
<b>Government</b>	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	2.0
<b>Infrastructure</b>	The land, buildings and infrastructure necessary to advance many of the business development strategies.	2.6
<b>Labor</b>	The labor force of a community.	3.0
<b>Location</b>	The relative proximity of the community to the marketplace.	3.6
Scores reflect the community's relative capacity in each category on a scale from 0 to 4.		



## 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.

The almost even split of Key Success Factors in the Asset category that are in the high and low range indicate that there will be several strategies that will obviously not make sense for Ganado. If the asset for a given strategy is not readily available, the creation of that asset is hard to address, and sometimes impossible to overcome. Careful examination of the Key Success Factors in this category will point Ganado in the right direction for successful strategy identification and implementation.

### Key Success Factors - Assets

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

## 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.

### Key Success Factors - Capital

Access to long-term infrastructure loans and grants	4
Availability of appropriated funds	4
Access to large-scale capital	3
Competitive recruitment incentives	2
Ability to secure power-purchase agreements	1
Access to small business financing	1
Ability to secure long-term contracts for forest materials	0
Dedicated local financial resources for staffing recruiters	0
Local funding for downtown development	0
Sufficient marketing, promotion, or public relations budget	0

This is the lowest-scoring category for Ganado. The lack of capital and funding can be a discouraging factor in economic development. The Key Success Factor analysis here helps Ganado identify precisely what is needed in the way of capital for successful strategy implementation. The Essential Action Steps in each chosen strategy will need to address access to capital. In the strategies chosen by Ganado, a marketing budget and access to small business financing will need to be addressed.

## 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.).

Here the Key Success Factors related to Expertise score well for Ganado. Fifteen of the factors score a 3 while only seven score a 2 or below. One noticeable advantage for Ganado demonstrated in the Steering Committee is the wide range of experience and knowledge possessed by the Committee.

### Key Success Factors - Expertise

Ability to build a team comprised of energy-development experts	3
Ability to compete in a global market	3
Ability to identify product and service gaps	3
Ability to successfully market materials	3
Ability to understand industry trends and opportunities	3
Competent, strategic-minded hospital and health-care executives	3
Cooperation of economic development staff and educational community	3
Cultural development and advocacy organization	3
Existing excellence in local health care	3
Local ability to identify and advance a funding proposal	3
Relative sophistication in coordinating and marketing local events	3
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
Capable, experienced economic development professionals	2
Team approach to infrastructure finance	2
Ability to network and attend relevant trade shows	1
Dedicated business coaching staff	1
Relationship with site selectors	1
Downtown organization and staff	0
Implementation of national Main Street Four-Point Approach™	0

## 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.

The Key Success Factor scores here indicate that Ganado would benefit from strengthening relationships with the community and elected officials at all levels. Two-thirds of the scores related to Government score a 2 or below. There was some discussion during Plan Week that community apathy is an issue. This concern is reinforced by these scores. However, the Steering Committee has already begun addressing this by identifying and selecting a Committee member to contact elected officials and promote the strategies that Ganado has identified for this plan.

### Key Success Factors - Government

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

## 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).

Ganado scores particularly well in this category, especially compared to other communities on the Navajo Nation. There are several business sites already allocated, along with individual community members who have donated land for specific projects. Of the 13 Key Success Factors, 11 of them score a 3. That bodes well for Ganado in the implementation of their strategies.

### Key Success Factors - Infrastructure

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

## 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.

### Key Success Factors - Labor

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

Labor is another category in which Ganado scores well. Labor, particularly skilled labor, will be essential in implementing three of the four chosen strategies in this plan.

Additionally, the Steering Committee understands that strategies that create jobs and help address the high unemployment rate on the Navajo Reservation are supported by governmental entities and the community. This creates a very positive outlook for labor recruitment.

## 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.

### Key Success Factors - Location

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

It has already been noted that Ganado sits at the crossroads of highways 191 and 264. This provides an ideal location, and the Key Success Factor scores reflect that. The selection of strategies that take advantage of Ganado’s location have a much higher chance of success.



Section 3:

# Selected Strategies

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**Attracting Government Funding**

**Business Recruitment**

**Cultural Tourism**

**Pass-through Visitor Services**



# Selected Strategies

## Ganado's Selected Strategies

Ultimately, the Steering Committee recommended the advancement of four strategies to enhance the economic condition and overall quality of life for Ganado:

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. The Essential Action Steps associated with each strategy are also listed.

Two figures lead out on 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 85 or higher indicates a strategy that is highly recommended for advancement. A score of 70 to 84 indicates a strategy that should be seriously considered for advancement. A score below 70 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 Ganado Steering Committee are:

- Attracting Government Funding
- Business Recruitment
- Cultural Tourism
- Pass-through Visitor Services

Strategies not selected include:

- Attracting Government Jobs
- Attracting Lone Eagles
- Attracting Retirees
- Bedroom Community
- Business Cultivation
- Business Retention and Expansion
- Destination Tourism
- Downtown Development
- Education Development
- Energy Development
- Entrepreneurial Development
- Environmental Restoration
- Health Care
- Infrastructure Development
- Leading-edge Development
- Local/Regional Tourism
- Transportation Distribution Center
- Value-added Agriculture
- Value-added Fisheries
- Value-added Forest Products
- Value-added Mining



Education Development was the highest scoring strategy. After considerable discussion by the Steering Committee, it was determined that in order to garner community support and involvement, the strategies chosen for implementation would need to produce rapid, noticeable results. The Committee has agreed to implement the four chosen strategies and then add additional ones as success is experienced.

### **Recommendations for Implementation**

Throughout this plan there are specific recommendations for each chosen strategy, Quality-of-life Initiative and capacity building. The Steering Committee is led by competent and confident individuals. The Committee members and the community should recognize the Committee's leadership and follow their example and guidance.

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

In addition to the monthly meeting, the Steering Committee should hold a meeting approximately every nine months to consider every Essential Action Step in a systematic fashion. For each step: 1) completion of the step should be noted; 2) progress should be noted; 3) 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 Government Funding







# Attracting Government Funding

SCORE: 70

RANK: 5

## 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.

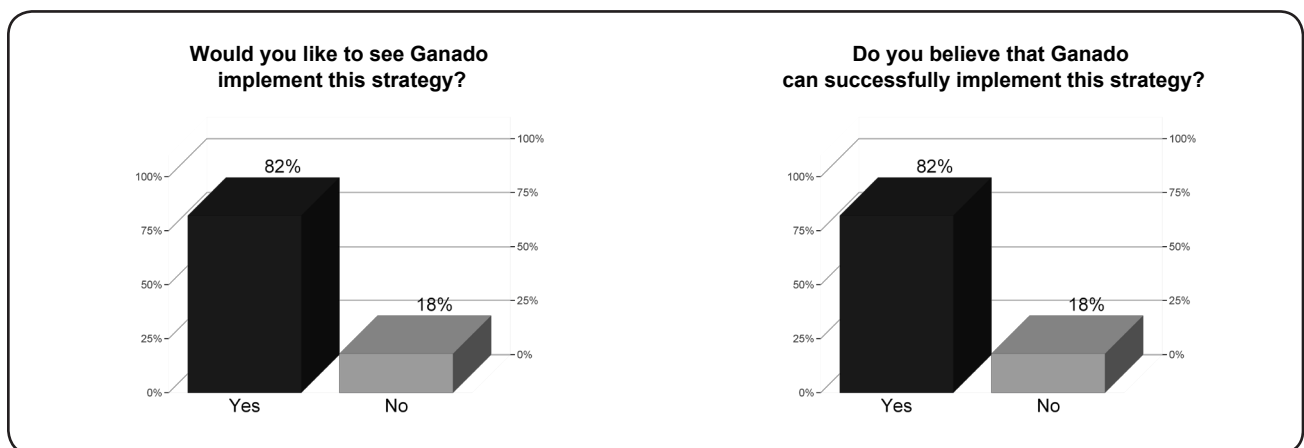
Often maligned as “pork barrel spending”, this strategy may face local opposition by individuals that are principled against such redistribution of government funding.

## 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 Ganado implement this strategy, and
- whether or not they believed Ganado could successfully implement it.

Below is a summary of community responses:



## Objectives of Strategy Implementation

The selection of this strategy is in direct response to the low Key Success Factor scores related to Capital. The Steering Committee readily recognized the importance of funding and resources in the implementation of their other chosen strategies. This strategy is to support and assist the leaders of the other strategies in identifying funding opportunities for Business Recruitment, Cultural Tourism and Pass-through Visitor Services.

## Findings from the Key Success Factor Analysis

The absence of challenges to overcome in this strategy make it very viable and dramatically increases its likelihood of success.

<b>Key Success Factor Report - Attracting Government Funding</b>	
<b>STRENGTHS TO BUILD UPON</b>	
<b>Major Comparative Advantages</b>	<b>Slight Comparative Advantages</b>
Availability of appropriated funds	Local ability to identify and advance a funding proposal
<b>CHALLENGES TO OVERCOME</b>	
<b>Slight Comparative Disadvantages</b>	<b>Major Comparative Disadvantages</b>
No Entries	No Entries

Selected Strategy:

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# Business Recruitment







## Business Recruitment

SCORE: 57

RANK: 14

### 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.

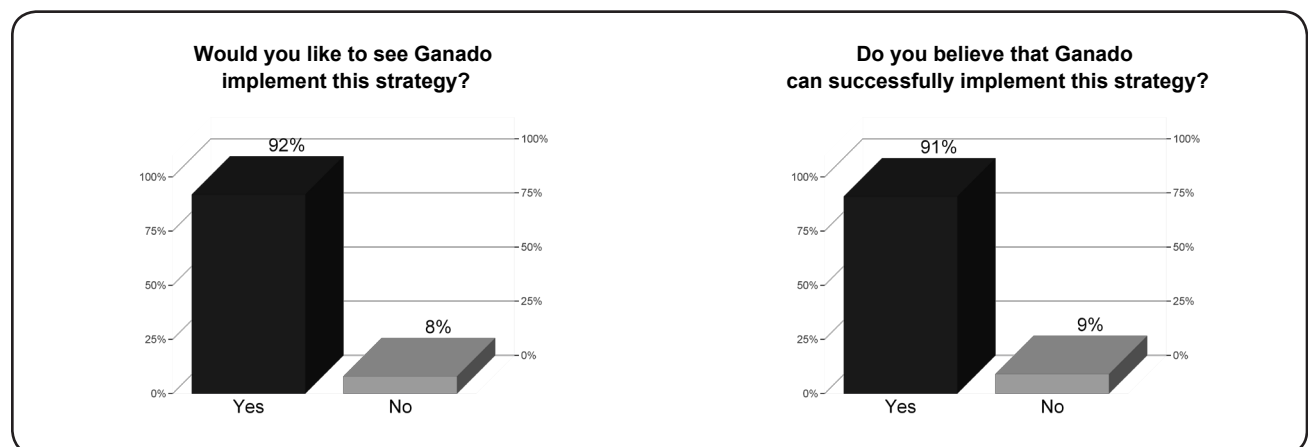
However, business recruitment can have drawbacks. Communities that do not have the desire or infrastructure capacity for growth may view business recruitment negatively.

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.

### Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see Ganado implement this strategy and 2) whether or not they believed Ganado could successfully implement it. Below is a summary of community responses:





## Objectives of Strategy Implementation

Within the community of Ganado there are several business sites currently vacant or under-utilized. The objective of this strategy is to identify potential businesses that are needed in the community and that might support the Cultural Tourism and Pass-through Visitor Services strategies in Ganado.

## Findings from the Key Success Factor Analysis

One of the primary challenges in this strategy that is unique to tribal communities is the lack of available business sites. Ganado has a definite advantage here compared to other tribal communities since there are identified vacant business sites, along with readily available buildings. Location is also an advantage. The Steering Committee is addressing the disadvantages by utilizing volunteers and the experience of the business experts serving on the Steering Committee.

### Key Success Factor Report - Business Recruitment

#### STRENGTHS TO BUILD UPON

##### Major Comparative Advantages

No Entries

##### Slight Comparative Advantages

Access to large-scale capital  
 Proximity and access to markets  
 Proximity to scheduled air service  
 Ability to compete in a global market  
 Sophisticated use of the internet for marketing  
 Availability of local land  
 Support from local businesses  
 Local, available, low-skill labor pool  
 Availability of local buildings  
 Availability of local infrastructure  
 Local, available, high-skill labor pool

#### CHALLENGES TO OVERCOME

##### Slight Comparative Disadvantages

Relationship with site selectors  
 Ability to network and attend relevant trade shows

##### Major Comparative Disadvantages

Dedicated local financial resources for staffing recruiters

Selected Strategy:

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# Cultural Tourism







## Cultural Tourism

SCORE: 73

RANK: 3

### Strategy Summary

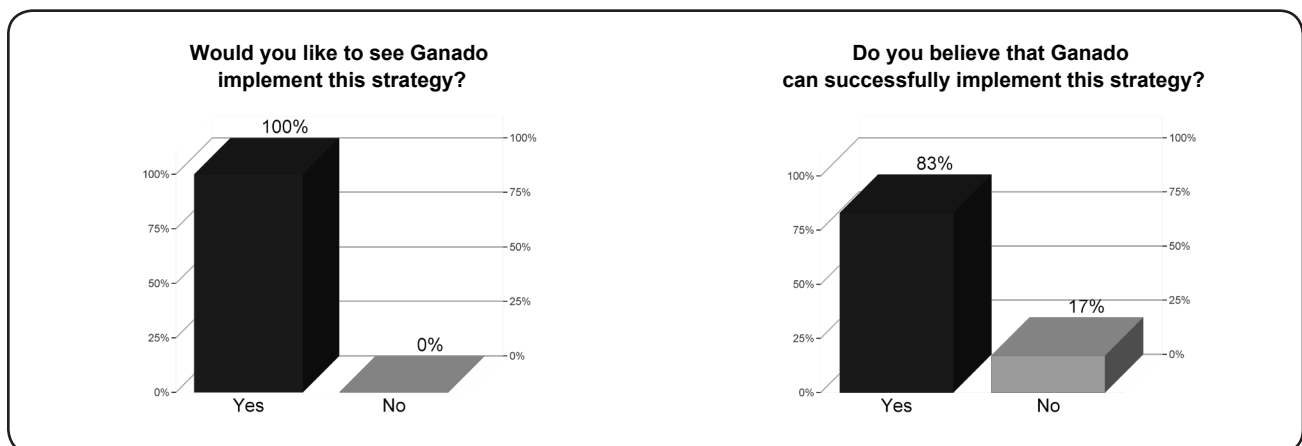
Many communities have capitalized on local culture to create jobs. Cultural opportunities based on dance, theater, music, food or other human interests can stimulate the local economy.

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

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

### Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see Ganado implement this strategy and 2) whether or not they believed Ganado could successfully implement it. Below is a summary of community responses:



### Objectives of Strategy Implementation

One of the “gems” of Ganado is the Hubbell Trading Post NHS. This strategy was selected to take advantage of and support the great work that has already taken place there. Additionally, it was selected to create more cultural opportunities and experiences for visitors passing through and therefore more entrepreneurial opportunities for local artisans and craftsmen.

## Findings from the Key Success Factor Analysis

The advantages and disadvantages for this strategy exposed by the Key Success Factor Analysis will assist the Steering Committee in developing specific Essential Action Steps that will address the one major disadvantage: the lack of a marketing and promotional budget.

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

# Pass-through Visitor Services







## Pass-through Visitor Services

SCORE: 85

RANK: 2

### 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.

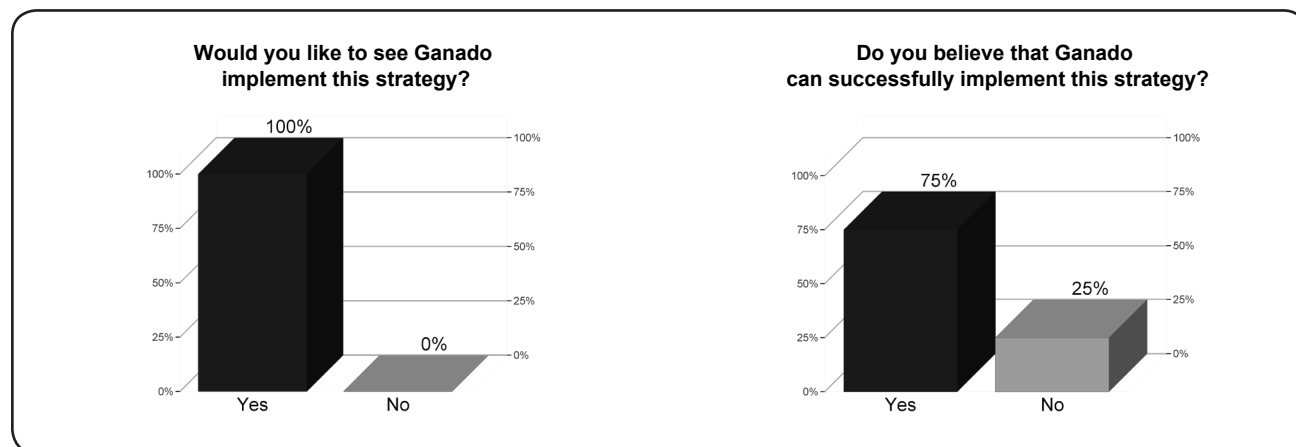
Travel expenditures can be categorized as destination travel expenditures or pass-through travel expenditures. Unlike destination travel, pass-through travel simply represents the activity that a traveler conducts on the way to their destination. These expenditures are typically fuel, meals, and sometimes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

### Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see Ganado implement this strategy and 2) whether or not they believed Ganado could successfully implement it. Below is a summary of community responses:



### Objectives of Strategy Implementation

The primary objective of a Pass-through Visitor Services strategy is to get travelers to stop and shop. For Ganado, it is not only the tax revenue generated from this strategy that is appealing, it is also the opportunities for business and entrepreneurs to generate an income.



## Findings from the Key Success Factor Analysis

With no disadvantages discovered during the Key Success Factor analysis, the Steering Committee knew instantly that this strategy could be extremely successful and produce the visible results that would excite and motivate the community to be more engaged in economic development.

<b>Key Success Factor Report - Pass-through Visitor Services</b>	
<b>STRENGTHS TO BUILD UPON</b>	
<b>Major Comparative Advantages</b>	<b>Slight Comparative Advantages</b>
Proximity to travel routes	Local, available, low-skill labor pool Local, available, high-skill labor pool
<b>CHALLENGES TO OVERCOME</b>	
<b>Slight Comparative Disadvantages</b>	<b>Major Comparative Disadvantages</b>
No Entries	No Entries

Section 4:

# Quality-of-Life Initiatives

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## Quality-of-life initiatives

### Summary

Although *Quality-of-life Initiatives* are not regarded as Building Communities strategies in traditional economic development strategic planning, the broadening of objectives from “economic development” to “quality-of-life” brings a new set of considerations for communities.

*Quality-of-life Initiatives* have been added to the traditional Building Communities approach and include the additional *Key Success Factors* and *Essential Action Steps* that this broader approach requires.

These initiatives are included, in part, to surface considerations encompassed in the U.S. Department of Housing and Urban Development’s Livability Principles (see table above).

*Quality-of-life Initiatives* differ from the traditional 25 strategies in that they encompass a critical set of disciplines and values (housing, transportation, and environmental quality). Discussions related to *Quality-of-life Initiatives* will be widely divergent from one community to the next, based upon the specific interests and opportunities of the communities themselves.

These broader considerations will help each community identify issues, challenges, opportunities, and potential development projects that can be supported by programs aimed at improving quality of life, as well as those that promote community and economic development.

### Example Projects and Initiatives

- New or expanded transit services connecting housing to jobs and services
- Affordable housing development strategically situated to minimize traditional transportation time and costs
- Mixed-use development projects combining housing, services, and work opportunities
- Proactive zoning to facilitate growth
- Health and fitness walking path systems/promotional campaigns urging pedestrian and bicycle transportation activity
- Sustainable local foods initiatives Forest stewardship initiatives

Housing and Urban Development’s Livability Principles	
<b>Provide more transportation choices</b>	Develop safe, reliable, and economical transportation choices to decrease household transportation costs, reduce our nation’s dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health.
<b>Promote equitable, affordable housing</b>	Expand location- and energy-efficient housing choices for people of all ages, incomes, races, and ethnicities to increase mobility and lower the combined cost of housing and transportation.
<b>Enhance economic competitiveness</b>	Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs of workers, as well as expanded business access to markets.
<b>Support existing communities</b>	Target federal funding toward existing communities—through strategies like transit oriented, mixed-use development, and land recycling—to increase community revitalization and the efficiency of public works investments and safeguard rural landscapes.
<b>Coordinate and leverage federal policies and investment</b>	Align federal policies and funding to remove barriers to collaboration, leverage funding, and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.
<b>Value communities and neighborhoods</b>	Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods—rural, urban, or suburban.

- Energy conservation activities
- Establishment of arts and crafts coops
- Green jobs initiatives
- Strategic use of treated wastewater
- Development of Parks and Recreational Facilities

### **Potential Advantages to Implementing these Initiatives**

- Improve local quality of life
- Long-term perspective on infrastructure investments
- Reduction of traffic congestion
- Upgrading historically blighted areas
- Air quality improvement
- Short-term job creation from development projects
- Forest sustainability
- Support for local farmers and growers
- Engagement of cross-section of local population focused on sustainability
- Support for other strategies related to community livability

### **Potential Drawbacks to Implementing these Initiatives**

- Effort-to-visible-benefit ratio sometimes challenging
- Perception that local resources are being redirected to benign initiatives

### **Brief Overview of Selected Initiatives**

Ganado thoroughly evaluated the Quality-of-life Initiatives and found them to be in line with what they wanted for their community. Additionally, the community input received during the Voice of the Community session was substantially focused on these quality-of-life initiatives.

Both the Steering Committee and the community participants acknowledged that in order to achieve their vision for Ganado, the focus needs to be on more than just the economy.

That discussion produced two Quality-of-life Initiatives that pertain to two specific types of residents in Ganado.

#### **Senior Services**

The Ganado Senior Center currently serves Ganado and six surrounding chapters. The center currently provides approximately 100 meals per day. The space for these services is limited. Private individuals in the community have donated land for expanding senior and veterans' services. These plans include new buildings and space for meals, activities, social services and inter-generational connections with youth.

#### **Veterans' Services**

This initiative was chosen to strengthen the current efforts and programs being administered in Ganado for veterans. There is strong leadership and advocacy for local servicemen in the community. This project will dovetail with the Senior Services initiative in location and space. One local family is donating the land for this project and building a memorial for local heroes.

## Key Considerations

With ever-increasing focus and attention being placed on livability and environmental issues, communities that proactively address quality-of-life projects are riding a popular wave. State and federal agencies, as well as foundations, are redirecting funding and technical resources toward these initiatives.

Quality-of-life initiatives may be viewed by traditional community and (especially) business development activists as peripheral to the essential development activity needed by the community. Alternatively, many communities advance these initiatives as a central cornerstone to their economic development program.



Section 5:

# Community Organizer Results

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## Community Organizer Results

### Overview

Recognizing that the successful implementation of an economic development strategic plan takes more than simply selecting the right strategies, Building Communities presents the Community Organizer tool. This tool helps Steering Committee members to ask and answer the right questions with respect to the identification of the current and desired levels of capacity to implement business and community development strategies. The Ganado Steering Committee met to consider both the business development and community development approaches to the Community Organizer tool.

The tool presents a series of scenarios that describe alternate levels of capacity with respect to seven elements relevant to business development and community development. The Steering Committee was asked to consider each scenario and to reach a consensus about which one best describes the current capacity of their community. Each of the members were also asked to identify their desired level of capacity. The tables below present the results of the Community Organizer tool for Business and Community Development Capacities.

The *Community Organizer Assessment* not only presents a description of the current level of capacity,

### Business Development Capacity Report

ELEMENT	SCENARIO SCORES										ASSESSED CAPACITY	PRESCRIBED CAPACITY
	A	B	C	D	E	F	G	H	I	J		
Business Development Strategy	7	10	7	4	—	—	—	—	—	—	28 / 37	37 / 37
Local Staff and Team Development	3	0	0	3	0	—	—	—	—	—	6 / 37	37 / 37
Industrial Land and Infrastructure	0	0	0	7	0	5	10	10	0	4	36 / 68	68 / 68
Targeted Industries	0	0	0	—	—	—	—	—	—	—	0 / 19	19 / 19
Marketing	0	0	0	4	4	—	—	—	—	—	8 / 33	33 / 33
Prospect and Lead Management	8	8	0	—	—	—	—	—	—	—	16 / 27	27 / 27
Closing the Deal	0	3	0	2	2	—	—	—	—	—	7 / 26	26 / 26
<b>TOTAL POINTS</b>											<b>101 / 247</b>	<b>247 / 247</b>

### Community Development Capacity Report

ELEMENT	SCENARIO SCORES					ASSESSED CAPACITY	PRESCRIBED CAPACITY
	A	B	C	D	E		
Strategic Plan/Vision	10	3	3	10	2	28 / 32	32 / 32
Project and Issue Development	1	3	4	1	2	11 / 16	16 / 16
Organizational Capacity	2	3	0	0	0	5 / 38	38 / 38
Staffing	4	1	2	0	—	7 / 23	23 / 23
Civic Volunterism	5	0	—	—	—	5 / 8	8 / 8
Community Attitude	10	0	—	—	—	10 / 13	13 / 13
Maintaining Community as the Goal	5	2	—	—	—	7 / 9	9 / 9
<b>TOTAL POINTS</b>						<b>73 / 139</b>	<b>139 / 139</b>

but also prescribes the steps necessary in order for the county to achieve its desired level of business and community development capacity.

## Business Development Capacity

The information below itemizes the specific “capacity building action steps” needed in order for the community to reach its desired level of capacity for both business development and community development activities.

### 1 - Business Development Strategy

ASSESSED SCORE: <b>28 / 37</b>	PRESCRIBED SCORE: <b>37 / 37</b>
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#### Definition

A business development strategy, which can be viewed as a subset of a community and economic development strategy, should be very clear in its scope. In addition to answering the question “What types of business development activities should we engage in?”, the strategy should be equally clear in identifying “What business development activities are beyond the scope of our community?” That is, many communities, due to limitations in factors such as labor force, proximity to markets, and available infrastructure, ought to conclude that the recruitment of large-scale business development opportunities is beyond the realistic grasp of the community.

Business development strategies should also assess the desirability of business growth for a community. Many urban and suburban cities experienced such dramatic growth in the 1990s that they became very selective about new job creating possibilities. Times of economic recession cause communities to rethink these policies.

Often overlooked, and frequently most important, are activities to support existing businesses within a community. In the end, a large percentage of jobs created in any community will come from the expansion of existing businesses. Additionally, communities can often offset the threat of curtailment of business operations with proactive business retention efforts.

Communities must also assess the business development climate that they offer. What is the condition of the state and national economy? How competitive is the state’s business climate? How streamlined is the community’s regulatory process for businesses?

#### 1a. Relationship with Community’s Strategic Plan

Capacity achieved. No further action necessary at this time.

#### 1b. Desirability of Business Development

Capacity achieved. No further action necessary at this time.

#### 1c. Appropriateness of Business Development

- While being mindful of any invitations, conduct a broad array of business development activities based upon relative strengths of the community.

#### 1d. A Foundation of Support for Existing Businesses

- Monitor support for business development activities and conclude that there is a general “pro business” disposition toward business development .
- Proactively engage existing business community in business development activities; reinforce the symbiotic relationship between new and prospective businesses.

## 2 - Local Staff and Team Development

ASSESSED SCORE: <b>6 / 37</b>	PRESCRIBED SCORE: <b>37 / 37</b>
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### Definition

Similar to the community development capacity requirements, business development requires strong staffing, organization, and volunteerism to succeed. Communities must be careful not to assume that simply because they have broader community development organizations in place (that advocate for community livability, tourism development, downtown development, historic preservation, arts and culture, and/or other priorities), that they have a business development organization. Business development advocacy can be coordinated through an organization with broader purposes, but in order to be effective, the specific skills and focus of business development cannot be lost.

### 2a. Focused Business Development Organization

- Ensure that business development priorities are not subordinated to community development priorities by the respective organization(s) advancing that such activity.
- Ensure that all business development priorities are specifically being advance by one or more organization(s).
- Ensure that the business development organization has long-term staying power in terms of its organization and budgeting.

### 2b. Stability of Business Development Organization

- Recognize that between four and ten percent of the time of the staff and volunteers is dedication toward budgeting and fundraising.
- Ensure that no more than four percent of the time of the staff and volunteers is committed toward budgeting and fundraising.

### 2c. Frequency of Meetings

- Ensure that meetings are conducted at least quarterly even if this means that certain opportunities are being missed.
- Ensure that that full board meets at least monthly.
- In addition to regular monthly board meetings, ensure that subcommittee activity also generates results.

### 2d. Business Development Staff

- Recognize that the lack of tenure limits the capability of the existing business development staff person.
- Recognize that the community has a capable lead economic development person but the position is hampered by the lack of administrative support.
- Ensure that the organization not only has a capable staff person, but also has adequate administrative support.

### 2e. Business Development Training

- Provide limited training to economic professionals and volunteers.
- Ensure access and commitment to economic development training for staff.
- Ensure not only that the lead economic development professional has adequate training, but also that board members are exposed to economic development principals and practices.

### 3 - Industrial Land and Infrastructure

ASSESSSED SCORE: <b>36 / 68</b>	PRESCRIBED SCORE: <b>68 / 68</b>
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#### Definition

Many communities get geared up to conduct business development—and particularly business recruitment—activities without first conducting an objective analysis of the existing availability of land and infrastructure.

Frequently, communities confuse the availability of land “zoned industrial” with the true availability of such land for business expansion and business recruitment endeavors. Simply because land exists does not mean that it is for sale. It does not mean that it is for sale at a competitive price. It does not mean that the land is necessarily served by infrastructure. It does not mean that the land is served by specialized infrastructure requirements of a particular industry. And it does not mean that the land is clear from environmental constraints.

Indeed, the availability of land, or lack thereof, that is truly available, appropriate, and competitive for business development uses becomes a huge opportunity or constraint for a community.

Issues of land ownership must also be considered. Although the community may think it has land available, what really happens when the existing expanding business or the industrial prospect comes seriously knocking on the door? Will the price of the land suddenly escalate? Is the landowner truly motivated to sell? Are they legally empowered to sell?

Communities may wish to consider the public ownership of industrial land to ensure that the public interest, rather than an individual or corporation’s private interest, dominates the motivations of a future transaction.

Perhaps this public ownership is in place through a port, county, city, or other public entity. Even if the land is publicly owned, does the public body have a strategy for its ultimate use?

#### 3a. Availability of Industrially-Zoned Land

- Ensure that the community has adequate industrially zoned land.

#### 3b. Potential for Land

- Inventory land capable of supporting business development.
- Commit to the regulatory and development processes necessary in order to make industrial land available.

#### 3c. Land Ownership

- Begin a process to determine the motivation of the owner(s) of one or more parcels of industrial land.
- Ensure that the community has control over one or more parcels of land that can be immediately made available for development.
- Ensure that publicly-controlled industrial land is competitively priced.

#### 3d. Environmental Considerations

Capacity achieved. No further action necessary at this time.

#### 3e. Land Price

- Conduct a comparison of industrial land prices with competitive communities and conclude that the local land is generally at market rates.
- Ensure that the available industrial land is competitively priced.

**3f. Availability of Buildings**

- Document existing buildings that are highly competitive for business development opportunities.
- Not only document the availability of competitive industrial buildings, but also outline the expandability of such buildings.

**3g. Basic Infrastructure**

Capacity achieved. No further action necessary at this time.

**3h. Access Infrastructure**

Capacity achieved. No further action necessary at this time.

**3i. Special Infrastructure**

- Document the need for specialized infrastructure based upon the business development priorities being advanced.
- Ensure that availability of all of the needed specialized infrastructure based upon the business development priorities being selected.

**3j. Land/Target Compatibility**

Capacity achieved. No further action necessary at this time.

**4 - Targeted Industries**

ASSESSED SCORE: <b>0 / 19</b>	PRESCRIBED SCORE: <b>19 / 19</b>
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**Definition**

Similar to communities being focused on specific objectives within the context of a strategic plan, communities must also have a focus in their business development activities in order to be successful.

The concept of “targeted industries” is the most often used procedure to identify, on a selective basis, the types of industry that are consistent with the development and recruitment desires of a particular community.

Typically, businesses are targeted based on the type of industry they represent utilizing the North American Industry Classification System (NAICS). This system replaced the U.S. Standard Industrial Classification (SIC) system. There are additional methods for targeting industries that can be done either in addition to, or in replacement of, the industry selection process. Communities may target industries based upon a geographic region or based upon other factors such as the size of typical companies.

Communities may wish to begin their Targeted Industry Analysis by analyzing the types of companies that could locate in their community to produce products that are typically imported into their community. That is, they can substitute the local manufacturing of goods and services that have historically been imported into the community. This is a process known as “import substitution.”

Still other communities may wish to conduct their Targeted Industry Analysis to be consistent with other objectives and priorities within a community. For example, communities that have historic strength—or current strategies—to expand the visitor industry, may wish to recruit businesses consistent with this focus.

Targeted Industry Analysis is a very sophisticated field, and communities can initiate fairly complex strategies and contract with specialized consultants to conduct such industry targeting.

**4a. Import Substitution**

- Conduct a cursory analysis related to the goods and services that could be provided in the community based on existing demand.
- Conduct a full-scale import substitution analysis.

**4b. Connection with Strategic Plan**

- Intuitively identify specific business development strategies given general understanding of community desires.
- Ensure a general desirability for specific business development activities—and then engage in such activities.

**4c. Targeted Industry Analysis**

- Complete an informal target industry analysis.
- Engage a qualified consulting firm to develop a target industry analysis specific to the community.
- Ensure that the target industry analysis yields a series of businesses to be recruited.
- Ensure that current connect information exists for targeted businesses.
- Ensure that the target industry analysis provides sufficient background information about targeted businesses that the community has a “running start” with recruitment activities.

**5 - Marketing**ASSESSSED SCORE: **8 / 33**PRESCRIBED SCORE: **33 / 33****Definition**

Once the business development strategy is in place, a local development team is poised, land and infrastructure is ready, and some level of Targeted Industry Analysis has been completed, the community is only then prepared to conduct specific business development marketing activities.

The sequential nature of the elements of business development capacity must be recognized. Conducting marketing activities without land to be offered is a waste of resources. Conducting a marketing strategy without some form of targeting, or market segregation, can be very inefficient—if not completely unproductive.

The community needs to take a holistic, sophisticated approach to marketing techniques including direct mail, industry trade shows, web sites, cold calling, alliances with site selectors, and other methods.

Finally, communities may wish to conduct business development—and, in particular, business recruitment—activities in concert with other communities and counties in their region. By conducting a regional approach, costs can be shared, and the possibility of attracting a company to the region increases.

**5a. Marketing Track Record**

- Research and document past business recruitment marketing efforts.
- Build upon past, albeit mixed, results of business marketing efforts.
- Build upon recent successes in business marketing to launch continued successful efforts.



### 5b. Professional Marketing Assistance

- Engage a professional business development marketing firm.
- Identify and articulate specific business development marketing techniques and outcomes to be initiated.
- Collaborate with a business marketing consultant to ensure success.

### 5c. Diversification of Marketing Techniques

- Ensure that at least two business development marketing techniques are being deployed.

### 5d. Financial Resources

- Dedicate at least \$50,000 cash toward business marketing efforts on an annual basis.

### 5e. Use of the Internet

- Post a complete website generally providing 100% of the relevant business development information online.
- Create a client-specific business development reporting system allowing business development prospects to download relevant community-based reports.

## 6 - Prospect and Lead Management

ASSESSED SCORE: <b>16 / 27</b>	PRESCRIBED SCORE: <b>27 / 27</b>
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### Definition

All of the activities thus far in this business development capacity assessment tool are designed to ultimately generate business development leads or prospects (these terms are used interchangeably here, although prospects can refer to a more developed stage of relationship between a community and a business).

Businesses can take two years—or more—to make a business location decision after they have made preliminary contacts with cities and states for site information. Generally, however, this process takes between six and twelve months. Regardless of the duration of this period, communities must be prepared to address each and every concern and need of a prospect.

Business development—and particularly business recruitment—is a process of elimination. Companies come to their ultimate site decision through a process of eliminating other communities that have one or more significant variances from the ideal conditions being sought by the company. Given this, communities must manage prospects by addressing each and every need.

Prospect management requires a very steady, professional approach to businesses. The combination of a strong network of civic advocates and, especially, a well-trained business development professional maximizes the likelihood of business development success.

### 6a. Community Profile

- Ensure that all of the relevant business development information is readily available online.

### 6b. A Professional Community Response

- Formalize the community's business response team and ensure that adequate training and resources are available for professional responses.

### 6c. Availability to Travel

- Ensure that staffing and funding is available on an emergency basis for top priorities in order to travel to be with business prospects.
- Create a standing business development account and resource team that are immediately available for proactive business recruitment.

## 7 - Closing the Deal

ASSESSED SCORE: <b>7 / 26</b>	PRESCRIBED SCORE: <b>26 / 26</b>
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### Definition

All of the prior steps in this business development capacity assessment mean virtually nothing if the community is not capable of “closing the deal.” Generally, closing the deal is the process of eliminating any remaining uncertainties in the minds of the company decision makers. Almost always, these details—as well as the overall commitment by all parties (the company, the community, the state, and possibly other entities)—are formalized in a contract or memorandum of understanding.

Communities, therefore, have to be willing to put their commitment in writing. Both the company and the community may have to back up their commitment with potential penalties in the event that either party does not perform. Typically, performance from a community would be the guarantee of the delivery of land, infrastructure, and local incentives. Communities, and particularly the State, typically require a guarantee by the company to create the jobs negotiated in the site location process.

It is typical—and most preferable from the State’s perspective—for the topic of incentives to be seriously discussed late in the site location process. Companies that insist upon detailed incentive commitments early in the process may have the importance of incentives out of balance with respect to other site location factors (access to markets, cost of labor, etc.). Nonetheless, incentives of some form almost always become a required provision of the memorandum of understanding.

### 7a. Deal Making Experience

- Document lessons learned from at least one “near miss” business development opportunity.
- Build on past success of closing successful business development deals.

### 7b. Expertise with Incentives

- Capitalize on “outside experts” (typically government employees) that have sophistication in their understanding and use of business development incentives.
- Recognize the depth of understanding of incentives and ability to “package the deal” in concert with state and federal partners.

### 7c. A Winning Attitude

- Exhibit a winning attitude.

### 7d. Community Sophistication

- Access community-based legal services with expertise in business development deals.
- Recognize capability of in-house attorney with expertise in negotiating business development deals.

### **7e. Project/Contract Monitoring**

- Demonstrate technical competence to put a follow-up/compliance system in place to ensure business development agreements are in compliance.
- Develop a compliance document/system to ensure legal obligations are met.

# Community Development Capacity

## 1 - Strategic Plan/Vision

ASSESSED SCORE: <b>28 / 32</b>	PRESCRIBED SCORE: <b>32 / 32</b>
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### Definition

Communities are in various stages of commitment to a strategic planning process. Some communities have never engaged in such an effort to collectively envision the future and set specific projects in motion to capture that vision. Conversely, some communities not only have a strategic planning process in place, but have engaged in professional strategic planning consultants, widely participated in the development of the plan, reviewed the plan regularly, and have even engaged one or more times in updating their strategic plan.

### 1a. Existence of Community-wide Strategic Planning Document

Capacity achieved. No further action necessary at this time.

### 1b. Acceptance of Plan

Capacity achieved. No further action necessary at this time.

### 1c. Professional Development of Plan

Capacity achieved. No further action necessary at this time.

### 1d. Use of Strategic Plan

Capacity achieved. No further action necessary at this time.

### 1e. Plan Updating

Capacity achieved. No further action necessary at this time.

## 2 - Project and Issue Development

ASSESSED SCORE: <b>11 / 16</b>	PRESCRIBED SCORE: <b>16 / 16</b>
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### Definition

Typically, a strategic planning process yields an overall vision statement and then a series of goals and objectives related to projects and issues.

For the purposes of this evaluation tool, projects and issues are separated from the strategic planning process.

Ultimately, it is the success, or lack thereof, of a community in advancing projects and issues that reinforces the community's commitment to long-term strategic planning. Communities must see this "pay-off" to reinforce a long-term outlook.

## 2a. Community Wish List

- Recognize that an existing “wish list” exists, and that the list is less than four years old.
- Recognize that an existing “wish list” exists, and that the list is less than two years old.

## 2b. Identification of Strategic Issues

Capacity achieved. No further action necessary at this time.

## 2c. Large Project Advocacy

Capacity achieved. No further action necessary at this time.

## 2d. Coordinating Projects with State and Federal Processes

- Recognize that the community is a regular participant in state and/or federal funding processes.

## 2e. Incorporation into Community Facilities Plan

Capacity achieved. No further action necessary at this time.

## 3 - Organizational Capacity

ASSESSED SCORE:	<b>5 / 38</b>
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PRESCRIBED SCORE:	<b>38 / 38</b>
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### Definition

Strategic planning and project identification means very little to a community if it does not have the organizational capacity to carry out the city’s priorities. Although there is not “one correct way” to organize a community to conduct community development activities, there are some basic principles that apply. First of all, the scope of the community development activities needs to be defined. Communities may desire to implement projects and address issues that deal with the following types of community development activities: tourism development, historic preservation, arts and culture development, infrastructure improvements, and community facilities. A community’s priority list may even stretch longer than this.

A community may seek to empower one organization to advance the full gamut of community development priorities. Conversely, a community may wish to have more than one organization focused on specific priorities (a visitor and convention bureau, a downtown development association, a business recruitment organization, etc.). This Continuum is designed so as not to advocate for one form of organizational structure over another, but rather to simply advance the notion that the community must be specific in the priorities that it tends to advance and to empower one or more organizations to successfully advance these priorities.

This process advances, therefore, the following specific principles with respect to a community’s “organizational structure”:

- A community must have one or more organization(s) dedicated to advancing specific priorities identified in the strategic plan.
- If a community has more than one organization serving a community development advocacy role, the organizations must avoid duplication of services and serve to reinforce each other.
- Organizations should have adequate, stable funding and dedicate a majority of their time to reaching stated objectives rather than simply keeping the organization afloat.
- Organizations must meet frequently enough to advance identified priorities.

**3a. Connectedness and Focus of Organization(s)**

- Recognize that an existing strategic planning process has yielded projects that are being advanced by one or more organization(s).
- Identify and assign vast majority of community development priorities to one or more community development organization(s).
- Ensure that all of the priorities identified in the local strategic planning process are assigned to one or more community development organizations.

**3b. Organizational Stability**

- Begin a regular budgeting process that, except for severe budgeting shortfalls, commits funding to community and economic development activities.
- Ensure that a long-term sustainable, adequate funding stream is committed to one or more community development organization(s).

**3c. Focus on Business of Community**

- Target a majority of the activities of the community development organization(s) toward priorities identified in the strategic plan.
- Ensure a complete, holistic approach to how community development is executed through completion of all of the activities identified in the strategic plan through one or more organization(s).

**3d. Frequency of Meetings**

- Ensure that the local community development organization(s) meets at least monthly.
- Ensure regular, monthly activity by the community development organization(s) with periodic project-based sub-committee activity.
- Commit to regular (at least monthly) activity by one or more community development organization(s) with regular sub-committee activity advancing community priorities.

**3e. Organizational Board Training**

- Provide limited training to community volunteers.
- Engage in a broad, community-wide initiative to train community volunteers in leadership and project advocacy principals.

**4 - Staffing**

ASSESSSED SCORE:

**7 / 23**

PRESCRIBED SCORE:

**23 / 23****Definition**

For community development organizations to reach optimal effectiveness, a professional staff person must serve them. Community development organization staffing requires a talented individual (or team of individuals), strong staff support, a connection to organizational objectives, and long-term staff training and development.

**4a. Skill Level of Staff Person**

- Recognize that the staff person has sufficient skills and relationships to conduct work adequately.
- Recognize that the staff displays excellence in terms of skills, accomplishments, and credentials.

**4b. Support Staff**

- Recognize the effectiveness of the staff support.

#### 4c. Staff Focused on Organizational Objectives

- Recognize and ensure that the staff does not spend more than four percent of his/her time on fundraising and budgeting matters.

#### 4d. Staff Training

- Provide limited training opportunities for staff.
- Provide consistent and comprehensive training to staff.

### 5 - Civic Volunteerism

ASSESSED SCORE:	<b>5 / 8</b>
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PRESCRIBED SCORE:	<b>8 / 8</b>
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#### Definition

Individuals are frequently motivated to commit time to their community because they are willing to give to a greater cause. Volunteers appreciate being a part of a “winning team” and desire to see their community succeed. Successful communities inspire civic volunteerism, and often reward volunteers for their time and service.

#### 5a. Opportunities for Service

Capacity achieved. No further action necessary at this time.

#### 5b. Celebration of Volunteerism

- Periodically coordinate opportunities to honor civic volunteerism.
- Maintain and consider expanding regular events to honor civic volunteerism.

### 6 - Community Attitude

ASSESSED SCORE:	<b>10 / 13</b>
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PRESCRIBED SCORE:	<b>13 / 13</b>
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#### Definition

Although it is intangible, the attitude of a community is a major factor in the community’s capacity for community development. Like individuals, communities can be either proactive or reactive. They can believe that they are in charge of their destiny or be resigned to the fact that too many issues are uncontrollable.

Success is contagious. Failure is contagious. Communities that have established a track record of envisioning and completing community development projects believe that their next success is imminent. Likewise, communities that have either tried and failed—or have not tried at all—do not sense a control of their destiny. It’s all about attitude.

#### 6a. Proactive vs. Reactive Communities

Capacity achieved. No further action necessary at this time.

#### 6b. Viewing the Glass Half-Full

- Recognize that the community as a whole sees their “glass as half empty”.
- Recognize that the community sees its “glass half full”; enact initiative to fill the glass.

## 7 - Maintaining the “Community” as the Goal

ASSESSED SCORE: <b>7 / 9</b>	PRESCRIBED SCORE: <b>9 / 9</b>
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### Definition

A community completes a strategic planning exercise. The exercise yields a series of community development projects. Local organizations, equipped with staff and volunteers, focus on the implementation of the strategic projects. How does the community, at that point, view the importance of the projects? Do the projects become of paramount importance over the broader, strategic direction of the community? Or do civic leaders maintain the appropriate perspective of successful projects fitting into the broader community development vision?

Ideally, civic leaders will view their efforts to advance a project in the broader context. Even the chairperson for the largest community development project should view their project as subordinate to the community’s strategic plan.

### 7a. Depth of Community “Vision” or “Mission Statement”

Capacity achieved. No further action necessary at this time.

### 7b. Formal or Informal Subordination of Projects to Community

- Formalize a “teaming of projects” to ensure coordination and potential collaboration.





# Appendix

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**Prioritized Strategy Report w/ Community Input**

**Strategy Recommendations**

**Strategies by Group**

**Alphabetical Listing of Strategies**

**Key Success Factor Report**



## Appendix A

## Prioritized Strategy Report w/ Community Input

<b>STRATEGY</b>	<b>SCORE</b>	<b>WANT</b>	<b>CAN</b>	<b>STRATEGY GROUP</b>
Education Development	88	75%	83%	Community Development
Pass-through Visitor Services	85	92%	75%	Tourism
Cultural Tourism	73	83%	83%	Tourism
Local/Regional Tourism	70	75%	75%	Tourism
Attracting Government Funding	70	75%	75%	Other
Infrastructure Development	69	83%	75%	Other
Health Care	68	83%	83%	Community Development
Bedroom Community	65	25%	17%	Community Development
Energy Development	64	69%	67%	Sector-specific
Environmental Restoration	64	75%	75%	Sector-specific
Attracting Government Jobs	63	92%	75%	Other
Destination Tourism	61	83%	75%	Tourism
Transportation Distribution Center	60	83%	67%	Sector-specific
Business Recruitment	57	92%	83%	General Business
Business Cultivation	56	92%	92%	General Business
Leading-edge Development	56	42%	42%	Sector-specific
Value-added Mining	55	33%	58%	Value-added
Business Retention and Expansion	53	82%	83%	General Business
Value-added Forest Products	48	25%	38%	Value-added
Value-added Agriculture	45	75%	83%	Value-added
Value-added Fisheries	45	50%	42%	Value-added
Entrepreneurial Development	43	92%	92%	General Business
Attracting Lone Eagles	38	33%	33%	Other
Attracting Retirees	33	58%	58%	Other

## Appendix B

To aid communities in determining which community and economic development strategies are most viable for them, Building Communities answers three questions using input gathered from the community:

- What should we do?
- What do we want to do?
- What can we do?

The “Recommended Strategies” report is based on the findings of the Key Success Factor (KSF) Analysis and answers the question “What should we do?”

In the KSF analysis, the steering committee considered Ganado’s comparative advantage relative to a host of specific factors in categories such as community assets, public- and private-sector expertise, access to funding, etc. Responses were run through Building Communities’ strategy-selection algorithm which returned a rank-based list of strategies—the Prioritized Strategy Report—from which the recommendations below are drawn. Recommendation thresholds used in the Prioritized Strategy Report are:

**Recommended (score of 85 and above)** - It is highly recommended that these strategies be considered for implementation:

- Education Development
- Pass-through Visitor Services

**Borderline (score between 70 and 84)** - These strategies may be pursued with a degree of confidence, although existing obstacles may make successful implementation more challenging:

- Cultural Tourism
- Local/Regional Tourism
- Attracting Government Funding

**Not Recommended (score under 70)** - Serious impediments exist which are likely to make successful implementation of these strategies very difficult:

- Infrastructure Development
- Health Care
- Bedroom Community
- Energy Development
- Environmental Restoration
- Attracting Government Jobs
- Destination Tourism
- Business Recruitment
- Business Cultivation
- Transportation Distribution Center
- Value-added Mining
- Business Retention and Expansion
- Leading-edge Development
- Value-added Forest Products
- Value-added Agriculture
- Value-added Fisheries
- Entrepreneurial Development
- Attracting Lone Eagles
- Attracting Retirees
- Downtown Development

As indicated, these recommendations are viewed in reference to the question, “What should we do?” Strategies are not selected on the basis of these recommendations alone, but are determined after considering the other two questions as well. Material examined and data gathered in the Voice of the Community and *Community Organizer Assessment* sessions of Plan Week were also considered before final selection of strategies took place.

## Appendix C

## Strategies by Group

STRATEGY	SCORE	STRATEGY GROUP
Business Recruitment	57	General Business
Business Retention and Expansion	53	General Business
Business Cultivation	56	General Business
Entrepreneurial Development	43	General Business
Energy Development	64	Sector-specific
Environmental Restoration	64	Sector-specific
Transportation Distribution Center	60	Sector-specific
Leading-edge Development	56	Sector-specific
Value-added Agriculture	45	Value-added
Value-added Forest Products	48	Value-added
Value-added Fisheries	45	Value-added
Value-added Mining	55	Value-added
Destination Tourism	61	Tourism
Cultural Tourism	73	Tourism
Local/Regional Tourism	70	Tourism
Pass-through Visitor Services	85	Tourism
Downtown Development	5	Community Development
Education Development	88	Community Development
Health Care	68	Community Development
Bedroom Community	65	Community Development
Infrastructure Development	69	Other
Attracting Retirees	33	Other
Attracting Lone Eagles	38	Other
Attracting Government Jobs	63	Other

## Appendix D

## Alphabetical Listing of Strategies

STRATEGY	SCORE	STRATEGY GROUP
Attracting Government Funding	70	Other
Attracting Government Jobs	63	Other
Attracting Lone Eagles	38	Other
Attracting Retirees	33	Other
Bedroom Community	65	Community Development
Business Cultivation	56	General Business
Business Recruitment	57	General Business
Business Retention and Expansion	53	General Business
Cultural Tourism	73	Tourism
Destination Tourism	61	Tourism
Downtown Development	5	Community Development
Education Development	88	Community Development
Energy Development	64	Sector-specific
Entrepreneurial Development	43	General Business
Environmental Restoration	64	Sector-specific
Health Care	68	Community Development
Infrastructure Development	69	Other
Leading-edge Development	56	Sector-specific
Local/Regional Tourism	70	Tourism
Pass-through Visitor Services	85	Tourism
Transportation Distribution Center	60	Sector-specific
Value-added Agriculture	45	Value-added
Value-added Fisheries	45	Value-added
Value-added Forest Products	48	Value-added



## Appendix E - Key Success Factor Report

### Key Success Factors with a Score of “4”:

- Existing or prospective cultural attraction
- Expandable educational institution
- Local recreational and visitor attractions
- Proximity to nationally recognized attractions
- Proximity to travel routes
- Proximity to urban population and workforce centers
- Insulation from industrial business annoyances
- Access to long-term infrastructure loans and grants
- Availability of appropriated funds
- Community support for needed infrastructure rate increases
- Advantageous location for government or education expansion
- Prospect of an expanded geographic market for health care
- Strategic location for distribution centers

### Key Success Factors with a Score of “3”:

- Availability of energy resources
- Desirable climate
- Financially sound existing health care facility
- Access to large-scale capital
- Ability to build a team comprised of energy-development experts
- Ability to compete in a global market
- Ability to identify product and service gaps
- Ability to successfully market materials
- Ability to understand industry trends and opportunities
- Competent, strategic-minded hospital and health-care executives
- Cooperation of economic development staff and educational community
- Cultural development and advocacy organization
- Existing excellence in local health care
- Local ability to identify and advance a funding proposal
- Relative sophistication in coordinating and marketing local events
- Sophisticated tourism development & promotion
- Sophisticated use of the internet for marketing
- Support from local education professionals at all levels
- Supportive post-secondary education training program
- Favorable state policies with respect to office locations
- Strong relations between economic development organization and local businesses
- Support from local businesses
- Supportive state energy policies and incentives
- Adequate telecommunications infrastructure
- Availability of brownfield sites
- Availability of local land
- Availability of local buildings
- Availability of local infrastructure
- Excess water and sewer infrastructure capacity
- High-speed internet
- Land/Buildings/Campus for education development

- Proximity to transmission lines with excess capacity
- Local, available, low-skill labor pool
- Local, available, high-skill labor pool
- Proximity and access to markets
- Proximity to scheduled air service

### **Key Success Factors with a Score of “2”:**

- Sufficient base of local businesses
- Sufficient local entrepreneurial base
- Competitive recruitment incentives
- Capable, experienced economic development professionals
- Team approach to infrastructure finance
- Local focus on revenues from visitors
- Local government support
- Projected growth in government budgets
- Strong community support
- Strong state and/or federal legislative delegation
- Support for attracting retirees
- Supportive local government policy and focus
- Availability of industrial-zoned land for industrial park development

### **Key Success Factors with a Score of “1”:**

- Quality residential neighborhoods
- Accurate, long-term analysis of infrastructure needs and costs
- Available, desirable housing
- Existence of recreational amenities
- High availability of urban services
- Proximity and access to forests and forest products
- Proximity to raw materials and minerals
- Ability to secure power-purchase agreements
- Access to small business financing
- Ability to network and attend relevant trade shows
- Dedicated business coaching staff
- Relationship with site selectors

### **Key Success Factors with a Score of “0”:**

- Proximity to fisheries commodities
- Proximity to large volumes of agricultural commodities
- Recognizable central business district/downtown
- Ability to secure long-term contracts for forest materials
- Dedicated local financial resources for staffing recruiters
- Local funding for downtown development
- Sufficient marketing, promotion, or public relations budget
- Downtown organization and staff
- Implementation of national Main Street Four-Point Approach™
- Staff focused on recruitment objectives
- Active engagement of downtown building and business owners
- Community acceptance of the visitor industry
- Local pro-business climate
- Adequate housing for labor force



# Ganado

*Strategy Thumbprint™ by Building Communities, Inc.*



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