MANY FARMS
ARIZONA

Economic Development Strategic Plan

Final — September 2013

Many Farms, Arizona
Economic Development Strategic Plan

Prepared for
Many Farms

and

Economic Development for Apache County

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 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.

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

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Executive Summary

Executive Summary

Our Community and Vision

Just as the name of our community denotes, we have been a people steeped in agriculture and an agrarian way of life, which currently is threatened by several factors largely out of our control. As a result, we clearly recognize the need to determine our own destiny and to plan our future! We have carefully examined our options and the unique advantages we have as a community. Our passion for our land, our children and our heritage are the driving forces behind our planning efforts. The experience and knowledge of our community residents will be our greatest asset as we redefine and create economic prosperity in Many Farms.

As a community, we have asked Many Farms Chapter officials to work closely with and help resurrect our local community development organization, Da'ak'e Halani Development, Inc. We recognize the opportunities that will result as the DDI moves us forward in pursuing funding, working with local businesses and restoring our community to a safe and healthy environment.

Our greatest challenge is landuse. Current policies on the Navajo Nation are causing severe over-grazing resulting in erosion and air-quality issues, vacant land within our business district, environmental concerns related to this land, a consequent loss of potential revenue and a lack of adequate affordable housing. We plan to work closely with the Navajo Nation to address these concerns about the current land-use policy.

It is important for us to realize, that while we have been marginalized and overlooked both outside and inside the larger Navajo community, it is within our Many Farms community, as a collective body, that we have the power to effect the changes and improvements we want to see take place in Many Farms. We are good partners and collaborators. Because of this, we are confident that stakeholders and potential partners and supporters will be drawn to the Many Farms community.

Background and Context for Planning

Many Farms 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, White Mountain Apache and Hopi. 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.

The Many Farms Chapter and the resurrected Da'ak'e Halani Development Corporation have entered into an MOU for the purpose of working together to bring economic and community development projects and opportunities to the community. They have strategically engaged community members with a variety of backgrounds and experience to assist them. There is a concerted effort between the two parties and the Chapter's Planning and Zoning Commission to coordinate and collaborate on the strategies identified in this plan.

Scope of Plan

This strategic plan has a three-to-five year plan horizon and is focused on the community of Many Farms, 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

The Many Farms Chapter leadership has wisely determined that they must have the assistance and support of the community, if they are to be successful. In the spirit of that community participation, Chapter officials approached the Da'ak'e Halani Development Corporation about renewing their charter and becoming an active organization again. The result of this request is a development corporation directed and operated by experienced men and women from the community who have successfully owned and operated their own businesses, as well as who are serving in several community organizations.

With this level of cooperation and coordination , the Many Farms community is ready to step into the future with the well-being of the community as their first priority.

Community and Economic Development Strategies
- Attracting Government Funding
- Environmental Restoration
- Infrastructure Development
- Pass-through Visitor Services
- Value-added Agriculture

Quality-of-Life Initiatives
- Housing
- Tribal Policies/Land Use

Section 1:
Introduction

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, Many Farms 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, Many Farms'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 Many Farms's vision—a palpable manifestation of its values and desires—while the strategies and initiatives which constitute the bulk of the plan define Many Farms'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 Many Farms, 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 Many Farms 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 this model.

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

- **Plan Directo**r: Eddie J. Arthur, President, Da'ak'e Halani Development, Inc. - Serves as the liaison between Building Communities and Many Farms; 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.
- **Plan Week Coordinators:** Linda Haynes and Gail Stoneking, Economic Development for Apache County (EDAC), provide the essential preparatory work of scheduling, coordinating and communicating with the Plan Director, Plan Facilitator and Steering Committee members. During and after Plan Week activities, they provide resource support to the Plan Director, Plan Facilitator, Steering Committee members and the participating public. They also serve as meeting hosts, providing food and beverages for the comfort and convenience of the participants.
- **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 Many Farms 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. Many Farms Steering Committee members:
    - Eddie Arthur
    - Kathy O. Arthur
    - Charlotte Begaye
    - Lorraine Begaye
    - Darlene J. Gene
    - Joe Sam
    - Annie Jayne Tayah
    - Harvey Towne
    - Roland Tso
    - Anderson Tulle
- **Citizens of Many Farms:** 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 Many Farms, Plan Week consisted of the seven sessions listed previously and was conducted December 27 - 28, 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 Many Farms'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" has concluded. 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 Many Farms'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")
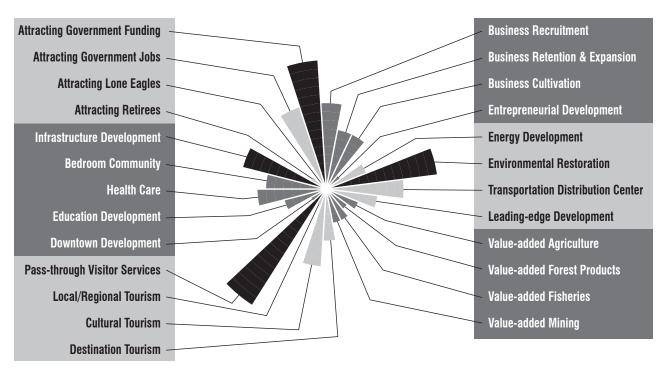
Session 1: Key Success Factor Analysis

Plan Week began with a fast-paced analysis of Many Farms'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.

Attracting Government Funding
Attracting Government Jobs
Attracting Lone Eagles
Attracting Retirees
Infrastructure Development
Bedroom Community
Health Care
Education Development
Downtown Development
Pass-through Visitor Services
Local/Regional Tourism
Cultural Tourism
Destination Tourism

Business Recruitment
Business Retention & Expansion
Business Cultivation
Entrepreneurial Development
Energy Development
Environmental Restoration
Transportation Distribution Center
Leading-edge Development
Value-added Agriculture
Value-added Forest Products
Value-added Fisheries
Value-added Mining

The input from this session yielded Many Farms'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 Many Farms. 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:

- Housing
- Land use
- Youth
- Education
- Over-grazing
- Community apathy
- Emergency Services
- Unemployment

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 Many Farms 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 Many Farms?
- Do you believe that Many Farms can successfully implement this strategy?

The second objective was to present the results of the Steering Committee's work on Quality-of-life Initiatives (from Session 2) and to receive feedback and other input on these topics. The results of the Voice of the Community Meeting were added to those of the Key Success Factor Session and presented to the Steering Committee in a later session as the *Enhanced Strategy Report*. This report can be found in Section 2 in this plan.

Session 5: Strategy and Quality-of-Life Initiatives Selection

After the Steering Committee considered the "full body" of community and economic development considerations it made a final selection of strategies and *Quality-of-life Initiatives* in Session 5. For the strategies, this was accomplished during a detailed review of all strategy-related information from previous sessions. Where consensus could not immediately be reached about how to treat specific strategies, they were "held" and reviewed again later. This pattern continued until an acceptable subset of "selected" strategies was complete.

Additionally, the Steering Committee reviewed all previously considered *Quality-of-life Initiatives*, along with all related information collected in previous sessions. From the original list of topics, the Committee chose to "act on," "write about" or "ignore" the concern or issue.   Topics selected for action became full-fledged initiatives and were slated, along with the selected strategies, for further development in Session 6.

Session 6: Assigning Essential Action Steps

Deciding *what* to do is almost always easier than determining how to get things done. Making decisions about how to begin implementation of selected strategies and initiatives, about who will lead these efforts for each strategy/initiative and determining exactly what steps need to be taken along the way is challenging work in the Building Communities methodology. And, equally important (perhaps even more so) is community members assuming ownership of making these implementation decisions. The "Achilles heel" of many strategic plans is the disconnect between community members and their plan when implementation consists of little more than "the consultant says this is what we should do."

With these points in mind, during Session 6, each selected strategy and initiative was individually assigned to Steering Committee members or community organizations to act as "lead." Committee members were then introduced to an online tool designed by Building Communities to help them identify Essential Action Steps (EASs) for each strategy/initiative and "Tasks" for each EAS. Essentially, designated Steering Committee members were assigned to detail "who will do what by when, and with what resources" for each strategy and initiative. 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

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 Many Farms 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 Many Farms 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

Overall, the Steering Committee is highly engaged and the planning process has motivated Steering Committee members to begin immediate action. Members have started implementation almost as soon as they identify an Essential Action Step. This enthusiastic response bodes well for the community and their success.

Plan Week Results

Plan Week Results

Overview

To gather the information from which to begin formulating Many Farms'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 Many Farms'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 Many Farms:

- Attracting Government Funding
- Environmental Restoration
- Infrastructure Development
- Pass-through Visitor Services
- Value-added Agriculture

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

- Housing
- Tribal Policies/Land Use

Strategy Selection Process

As mentioned briefly in Section 1, the Many Farms 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 Many Farms'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 Many Farms 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 Many Farms, 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.

Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Pass-through Visitor Services	80	Tourism
Attracting Government Funding	74	Other
Environmental Restoration	66	Sector-specific
Infrastructure Development	50	Other
Business Recruitment	48	General Business
Attracting Government Jobs	48	Other
Transportation Distribution Center	46	Sector-specific
Cultural Tourism	45	Tourism
Health Care	38	Community Development
Business Cultivation	36	General Business
Bedroom Community	34	Community Development
Business Retention and Expansion	33	General Business
Leading-edge Development	32	Sector-specific
Destination Tourism	28	Tourism
Energy Development	26	Sector-specific
Education Development	23	Community Development
Value-added Fisheries	21	Value-added
Value-added Mining	21	Value-added
Value-added Agriculture	19	Value-added
Value-added Forest Products	14	Value-added
Entrepreneurial Development	10	General Business
Local/Regional Tourism	10	Tourism
Downtown Development	8	Community Development
Attracting Retirees	8	Other
Attracting Lone Eagles	5	Other

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. 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	80			Tourism
✓ Attracting Government Funding	74			Other
✓ Environmental Restoration	66			Sector-specific
✓ Infrastructure Development	50			Other
Business Recruitment	48			General Business
Attracting Government Jobs	48			Other
Transportation Distribution Center	46			Sector-specific
Cultural Tourism	45			Tourism
Health Care	38			Community Development
Business Cultivation	36			General Business
Bedroom Community	34			Community Development
Business Retention and Expansion	33			General Business
Leading-edge Development	32			Sector-specific
Destination Tourism	28			Tourism
Energy Development	26			Sector-specific
Education Development	23			Community Development
Value-added Fisheries	21			Value-added
Value-added Mining	21			Value-added
✓ Value-added Agriculture	19			Value-added
Value-added Forest Products	14			Value-added
Entrepreneurial Development	10			General Business
Local/Regional Tourism	10			Tourism
Downtown Development	8			Community Development
Attracting Retirees	8			Other
Attracting Lone Eagles	5			Other

Checkmarks (✔) indicate selected strategies.

The Enhanced Strategy Report was not considered due to the low participation during the Voice of the Community Meeting. Community apathy was discussed during the Quality-of-life session and throughout Plan Week. Therefore, the Steering Committee elected to implement the top-four-scoring strategies from the Prioritized Strategy Report.

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.

The Steering Committee will need to address several of the recommendations made in the Community Organizer section as they proceed with implementation. Therefore, it is also recommended that during the monthly Steering Committee meetings, time be committed to considering capacity building and its supportive role in the implementation of the Essential Action Steps. The work of Da'ak'e Halani Development Incorporated will be a tremendous asset in community and business capacity building.

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

Average Key Success Factor Scores

Chart: Average score (y-axis, 0.0 to 4.0) by Key Success Factor Category (x-axis):
- Assets: 0.5
- Capital: 0.3
- Expertise: 1.1
- Government: 1.9
- Infrastructure: 0.7
- Labor: 3.0
- Location: 2.4

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

An examination of the Key Success Factor graph above and the chart at right clearly reveals that scores for Many Farms are low overall. This would be alarming in a community off the reservation. However, key policies concerning land use, housing, infrastructure, business sites and availability of several assets are managed at the tribal level. In addition to this, there is another level of policy with the Bureau of Indian Affairs. As a consequence, communities across the Navajo Nation would score similarly in these areas.

The Many Farms Steering Committee has therefore chosen to proceed with those strategies that score well in spite of these policy challenges.

Key Success Factor Categories		AVG SCORE
Assets	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	0.5
Capital	Business debt and equity funding as well as consistent funding for development organizations to succeed.	0.3
Expertise	The skills, connections and abilities of local professionals.	1.1
Government	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	1.9
Infrastructure	The land, buildings and infrastructure necessary to advance many of the business development strategies.	0.7
Labor	The labor force of a community.	3.0
Location	The relative proximity of the community to the marketplace.	2.4
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.

Although this is not the lowest scoring category, it is cause for concern. With only three Key Success Factors scoring a 3 or better, the Steering Committee will be limited in their options and will need to focus on strategies that will make the best use of their limited assets.

Key Success Factors - Assets

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

Key Success Factors - Capital

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

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.

The Key Success Factor scores in this category are reason the primary partnership and leadership of the Da'ak'e Halani Development Corp is so critical. As a 501 (c) (3), the DDI will be able to assist the community in pursuing funding opportunities and raising capital.

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.).

The Expertise Key Success Factor scores for Many Farms also appear to be low. Of the 20 factors, five of them score a 3 or above. Many Farms will need to solicit and secure the support and expertise of outside agencies and entities that specialize in areas where they are lacking.

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

The Essential Action Steps for each strategy chosen will need to address the lack of expertise in the community. The Steering Committee has considered this asset and chosen strategies where they do have expertise within the community.

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 restrictive layers of policy have already been mentioned. The Key Success Factor scores in this category reflect the negative influence of these layers. However, the Steering Committee feels there is strong support on a state and local level for the community pursuing the activities in the visitor industry.

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

This is a critical category to Many Farms. The seven out of eleven Key Success Factors that score a 0 create huge barriers for economic and community development and must be addressed. It is difficult to adequately emphasize the importance and the challenge that lies ahead for Many Farms in this category. Fortunately, the seriousness of this is not lost on the Steering Committee: they are completely committed to successfully addressing this challenge.

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

Although the high unemployment rate in Many Farms creates numerous social challenges to economic development, the availability of skilled and entry-level labor is an advantage. For business and industry looking to locate in the Many Farms area, there is a ready and willing workforce to support their projects.

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	3
Prospect of an expanded geographic market for health care	3
Proximity and access to markets	3
Strategic location for distribution centers	3
Proximity to scheduled air service	0

Location is a definite advantage for Many Farms. Four of the five Key Success Factors score a 3. This reflects the geographic advantage for Many Farms as it sits directly on State Highway 191, which is a primary artery across the Navajo Nation.

The Arizona Department of Transportation released a multi-modal long-range transportation study in May of 2012, which describes the opportunities for economic growth along the Chinle- Many Farms corridor. This study will be of great value to the Steering Committee as it moves forward with implementation.

Selected Strategies

Attracting Government Funding
Environmental Restoration
Infrastructure Development
Pass-through Visitor Services
Value-added Agriculture

Selected Strategies

Many Farms's Selected Strategies

Ultimately, the Steering Committee recommended the advancement of five strategies to enhance the economic condition and overall quality of life for Many Farms.

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 Many Farms Steering Committee are:

- Attracting Government Funding
- Environmental Restoration
- Infrastructure Development
- Pass-through Visitor Services
- Value-added Agriculture

Strategies not selected include:

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

Recommendations for Implementation

The strong relationship between the Many Farms Chapter and Da'ak'e Halani Development Incorporated will be a tremendous asset during implementation. It will also be necessary for the cooperative work with the Many Farms Chapter Planning and Zoning department to continue. These relationships will prove to be the glue needed for this strategic planning effort.

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: 74   RANK: 2

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.

Objectives of Strategy Implementation

During the discussion of this strategy, the Steering Committee expressed an enormous amount of frustration related to acquiring funding for needed projects. The funding process on the Navajo Nation is overly bureaucratic, political and cumbersome. The Many Farms Steering Committee chose this strategy because funding is critical to all of its projects. They also chose this strategy to develop proposal writing skills and to build relationships with private sources for funding in order to advance their projects.

Findings from the Key Success Factor Analysis

This strategy ranked second in the Prioritized Strategy Report. The Steering Committee is confident that it can advance a proposal once it was identified and written. It is also confident that the community will provide support to seek funding for projects. The Key Success Factor Analysis reveals the challenge in securing appropriated funds, which reinforces the need to look elsewhere and find other funding sources.

Key Success Factor Report - Attracting Government Funding

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

Environmental Restoration

Environmental Restoration

SCORE: 66   RANK: 3

Strategy Summary

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

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

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

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

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

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

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

Objectives of Strategy Implementation

This is a strategy that Many Farms is already engaged in. Several sites have been identified as needing environmental clean-up and restoration. Including this strategy in the strategic plan ensures that the work will continue with specific goals, objectives and measurable outcomes. With landuse a major barrier to economic growth on the Navajo Nation, restoring existing business sites is creative and sustainable way to address the land shortage issue.

Findings from the Key Success Factor Analysis

Looking at the table below, it becomes obvious that the challenge to overcome with this strategy is funding. The Steering Committee will need to weave Essential Action Steps from this strategy into the Attracting Government Funding Strategy. With the leadership of the Da'ak'e Halani Development Corp, successful implementation of this strategy can serve as a model to other Navajo Nation communities.

Key Success Factor Report - Environmental Restoration

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

Infrastructure Development

Infrastructure Development

SCORE: 50   RANK: 4

Strategy Summary

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

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

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

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

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

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

Objectives of Strategy Implementation

The implementation of this strategy is critical to the success of all the other chosen strategies. The Steering Committee recognizes the importance of infrastructure in the implementation of its other strategies. As such, the objective of this strategy is to develop infrastructure that supports housing, businesses and tourism.

Findings from the Key Success Factor Analysis

Currently, Many Farms does not have a long-term infrastructure analysis. This is the greatest challenge for the Steering Committee to overcome. Also, the Many Farms Chapter is not certified to assess taxes or generate other sources of revenue for infrastructure. However, the committee believes the community would support a modest assessment if it improved water, sewer and Internet services.

Key Success Factor Report - Infrastructure Development

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

Pass-through
Visitor Services

Pass-through Visitor Services

SCORE: 80 | RANK: 1

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

Objectives of Strategy Implementation

Many Farms' advantageous location on State Highway 191 has been discussed earlier in this plan. The tremendous amount of traffic that goes through Many Farms is an opportunity on which the Steering Committee would like to capitalize. The objective of this strategy is to give travelers a reason to stop and shop. The average daily traffic volume along 191 through Many Farms is over 4,000 vehicles according to the ADOT in May of 2012.

Findings from the Key Success Factor Analysis

The Key Success Factor Analysis reveals that this is the top scoring strategy for Many Farms. The community will need to adjust its focus and concentrate on capturing visitor revenues by providing services, recreation and information to visitors.

Key Success Factor Report - Pass-through Visitor Services

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

Value-added Agriculture

Value-added Agriculture

Strategy Summary

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

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

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

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

Objectives of Strategy Implementation

As indicated by its name, Many Farms has a history of prosperity related to agriculture. The objective of this strategy is to restore agricultural activity as an economic opportunity and as a cultural preservation initiative. This strategy will focus on a restoration of the Many Farms Lake and the irrigation system. Opportunities will be given to community members to grow their own produce for their families and to sell it at a local farmer's market that will support the visitor industry. This strategy will also focus on issues such as food sovereignty and self-reliance.

Findings from the Key Success Factor Analysis

Although available land for agricultural development is scare in the Many Farms area, there is approximately 400 acres currently identified for farming and agriculture. Labor is available along with the central location to highway 191. The Key Success Factors to be addressed in this strategy include securing water through improvements to the reservoir and the canal system. The Steering Committee will need to work closely with the Many Farms Farm Board to understand industry trends, overgrazing issues, erosion control and commodity opportunities.

Key Success Factor Report - Value-added Agriculture

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Proximity and access to markets
	Local, available, low-skill labor pool
	Local, available, high-skill labor pool

CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Access to large-scale capital	Proximity to large volumes of agricultural commodities
	Ability to successfully market materials
	Ability to understand industry trends and opportunities
	Availability of local land
	Excess water and sewer infrastructure capacity
	Availability of local buildings

Quality-of-Life Initiatives

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).

Housing and Urban Development's Livability Principles	
Provide more transportation choices	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.
Promote equitable, affordable housing	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.
Enhance economic competitiveness	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.
Support existing communities	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.
Coordinate and leverage federal policies and investment	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.
Value communities and neighborhoods	Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods—rural, urban, or suburban.

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

- 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

Many Farms 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 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 Many Farms, the focus needs to be on more than just the economy.

Housing

Providing housing choices for all ages and incomes is a tremendous challenge for Many Farms. At the root of this pressing issue is land use and bureaucracy. Home sites are in short supply. Access to private funding is difficult. Acquiring housing through the Navajo Housing Authority is political and confusing process for residents. The Many Farms Chapter is eagerly awaiting the housing analysis currently being performed by the Southwest Fair Housing Council. This analysis will identify in detail the barriers to accessing housing. With the resulting information, the Steering Committee will be able to write specific action steps to address barriers and work with governmental agencies to address them.

Tribal Policies/Land Use

During Plan Week, the Steering Committee repeatedly returned to this barrier. The current land-use policies severely limit access to land for businesses and homes. It is a challenge that every community on the Navajo Nation confronts. Communities that are certified or have received Local Governance Authority can mitigate these barriers to some extent. This initiative was chosen by the Steering Committee to develop a plan toward certification and to work with the Navajo Nation Council on solutions to this issue.

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.

Community Organizer Results

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 Many Farms 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	7	—	—	—	—	—	—	31 / 37	37 / 37
Local Staff and Team Development	7	2	7	5	5	—	—	—	—	—	26 / 37	37 / 37
Industrial Land and Infrastructure	0	1	3	5	2	2	8	8	2	2	33 / 68	68 / 68
Targeted Industries	2	2	0	—	—	—	—	—	—	—	4 / 19	19 / 19
Marketing	4	0	3	7	7	—	—	—	—	—	21 / 33	33 / 33
Prospect and Lead Management	8	8	3	—	—	—	—	—	—	—	19 / 27	27 / 27
Closing the Deal	3	4	6	3	5	—	—	—	—	—	21 / 26	26 / 26
TOTAL POINTS											**155 / 247**	**247 / 247**

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	3	2	13 / 16	16 / 16
Organizational Capacity	7	5	5	7	0	24 / 38	38 / 38
Staffing	8	3	2	3	—	16 / 23	23 / 23
Civic Volunterism	5	1	—	—	—	6 / 8	8 / 8
Community Attitude	5	3	—	—	—	8 / 13	13 / 13
Maintaining Community as the Goal	0	2	—	—	—	2 / 9	9 / 9
TOTAL POINTS						**97 / 139**	**139 / 139**

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:	**31 / 37**	PRESCRIBED SCORE:	**37 / 37**

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

❑ Analyze the support for business development activities in the community, hold an open dialogue on the subject, and document strong levels of support.

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: **26 / 37**	PRESCRIBED SCORE: **37 / 37**

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

Capacity achieved. No further action necessary at this time.

2b. Stability of Business Development Organization

- ❑ 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

- ❑ In addition to regular monthly board meetings, ensure that subcommittee activity also generates results.

2d. Business Development Staff

Capacity achieved. No further action necessary at this time.

2e. Business Development Training

- ❑ 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

ASSESSED SCORE: **33 / 68**	PRESCRIBED SCORE: **68 / 68**

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

❑ Commit to the regulatory and development processes necessary in order to make industrial land available.

3c. Land Ownership

❑ 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

❑ Conduct an environmental assessment and conclude that industrial land has no environmental limitations.

3e. Land Price

❑ Ensure that the available industrial land is competitively priced.

3f. Availability of Buildings

❑ Inventory existing industrial (and perhaps commercial) buildings.
❑ Identify existing industrial and/or commercial buildings that are generally desirable and competitive for developing.
❑ 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

❑ Document how available basic industry is already available for the majority of business. development opportunities

3h. Access Infrastructure

❏ Establish and document the availability of rail spurs.
❏ Ensure the availability and document scheduled air service and/or barging services within 30 minutes of the community.

3i. Special Infrastructure

❏ Ensure that availability of all of the needed specialized infrastructure based upon the business development priorities being selected.

3j. Land/Target Compatibility

❏ Complete specialized activities ensuring that all of the unique land requirements associated with business development activities can be met by the community.

4 - Targeted Industries

ASSESSED SCORE:	**4 / 19**	PRESCRIBED SCORE:	**19 / 19**

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

❑ Ensure a general desirability for specific business development activities—and then engage in such activities.

4c. Targeted Industry Analysis

❑ 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

ASSESSED SCORE:	**21 / 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

❑ 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: **19 / 27**	PRESCRIBED SCORE: **27 / 27**

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

- ❑ Complete a "hard copy" community profile that has a comprehensive and current display of relevant community and business development information.
- ❑ Ensure that all of the relevant business development information is readily available online.

6b. A Professional Community Response

- ❑ Assess the availability of stem and resources to develop and submit somewhat comprehensive responses to business development inquiries.
- ❑ Assemble a business development team that possesses the knowledge and skills necessary to professionally respond to business development inquiries; make business development responses a priority.
- ❑ Formalize the community's business response team and ensure that adequate training and resources are available for professional responses.

6c. Availability to Travel

- ❑ Create a standing business development account and resource team that are immediately available for proactive business recruitment.

7 - Closing the Deal

ASSESSED SCORE:	**21 / 26**	PRESCRIBED SCORE:	**26 / 26**

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

Capacity achieved. No further action necessary at this time.

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

Capacity achieved. No further action necessary at this time.

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:	**28 / 32**	PRESCRIBED SCORE:	**32 / 32**

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

❏ Complete a community-wide strategic plan.

1b. Acceptance of Plan

❏ Seek formal recognition/resolution supporting plan by governing body.

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

❏ Recognize that the existing strategic plan has been updated on three or more occasions.

2 - Project and Issue Development

ASSESSED SCORE:	**13 / 16**	PRESCRIBED SCORE:	**16 / 16**

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

- ❏ Formalize a list of community issues by convening key community leaders and generating a brief report.
- ❏ Demonstrate action toward addressing key strategic issues within the community.

2c. Large Project Advocacy

- ❏ Recognize that the community has successfully advanced a relatively large-scale project within the past decade.
- ❏ Recognize that the community has a demonstrated track record of completing large-scale projects.

2d. Coordinating Projects with State and Federal Processes

- ❏ Recognize that the community has participated in a state and/or federal funding process on at least one occasion in the past five years.
- ❏ 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:	24 / 38	PRESCRIBED SCORE:	38 / 38

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)

❑ 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

❑ 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

Capacity achieved. No further action necessary at this time.

3d. Frequency of Meetings

Capacity achieved. No further action necessary at this time.

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

ASSESSED SCORE:	**16 / 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 that the staff support exists but capabilities could be stronger.
❑ Recognize the effectiveness of the staff support.

4c. Staff Focused on Organizational Objectives

❑ Recognize that the staff spends between four and ten percent of their time on budgeting and fundraising matters.
❑ 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:	**6 / 8**	PRESCRIBED SCORE:	**8 / 8**

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:	**8 / 13**	PRESCRIBED SCORE:	**13 / 13**

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

- ❏ Recognize (either formally or informally) the nucleus of forward-thinking civic volunteers that are able to "carry the day" on certain key projects and initiatives.
- ❏ Recognize that one of the hallmarks of the community is a deep and growing cadre of elected and non-elected individuals that regularly succeed with projects and initiatives.

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:	**2 / 9**	PRESCRIBED SCORE:	**9 / 9**

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"

❏ Keep the community strategic plan and mission statement so visible to a broad array of its citizenry that the mission and vision statements are virtually memorized.

7b. Formal or Informal Subordination of Projects to Community

❏ Conduct one or more informal meetings amongst major project advocates for information sharing and potential "cross pollenation".
❏ Formalize a "teaming of projects" to ensure coordination and potential collaboration.

Appendices

Prioritized Strategy Report w/ Community Input
Strategy Recommendations
Strategies by Group
Alphabetical Listing of Strategies
Key Success Factor Report

Appendix A

Prioritized Strategy Report

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
Pass-through Visitor Services	80			Tourism
Attracting Government Funding	74			Other
Environmental Restoration	66			Sector-specific
Infrastructure Development	50			Other
Business Recruitment	48			General Business
Attracting Government Jobs	48			Other
Transportation Distribution Center	46			Sector-specific
Cultural Tourism	45			Tourism
Health Care	38			Community Development
Business Cultivation	36			General Business
Bedroom Community	34			Community Development
Business Retention and Expansion	33			General Business
Leading-edge Development	32			Sector-specific
Destination Tourism	28			Tourism
Energy Development	26			Sector-specific
Education Development	23			Community Development
Value-added Fisheries	21			Value-added
Value-added Mining	21			Value-added
Value-added Agriculture	19			Value-added
Value-added Forest Products	14			Value-added
Entrepreneurial Development	10			General Business
Local/Regional Tourism	10			Tourism
Downtown Development	8			Community Development
Attracting Retirees	8			Other
Attracting Lone Eagles	5			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 Many Farms'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:

- Value-added Fisheries

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:

- Pass-through Visitor Services
- Attracting Government Funding

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

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

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	48	General Business
Business Retention and Expansion	33	General Business
Business Cultivation	36	General Business
Entrepreneurial Development	10	General Business
Energy Development	26	Sector-specific
Environmental Restoration	66	Sector-specific
Transportation Distribution Center	46	Sector-specific
Leading-edge Development	32	Sector-specific
Value-added Agriculture	19	Value-added
Value-added Forest Products	14	Value-added
Value-added Fisheries	21	Value-added
Value-added Mining	21	Value-added
Destination Tourism	28	Tourism
Cultural Tourism	45	Tourism
Local/Regional Tourism	10	Tourism
Pass-through Visitor Services	80	Tourism
Downtown Development	8	Community Development
Education Development	23	Community Development
Health Care	38	Community Development
Bedroom Community	34	Community Development
Infrastructure Development	50	Other
Attracting Retirees	8	Other
Attracting Lone Eagles	5	Other
Attracting Government Jobs	48	Other
Attracting Government Funding	74	Other

Appendix D

Alphabetical Listing of Strategies

STRATEGY	SCORE	STRATEGY GROUP
Attracting Government Funding	74	Other
Attracting Government Jobs	48	Other
Attracting Lone Eagles	5	Other
Attracting Retirees	8	Other
Bedroom Community	34	Community Development
Business Cultivation	36	General Business
Business Recruitment	48	General Business
Business Retention and Expansion	33	General Business
Cultural Tourism	45	Tourism
Destination Tourism	28	Tourism
Downtown Development	8	Community Development
Education Development	23	Community Development
Energy Development	26	Sector-specific
Entrepreneurial Development	10	General Business
Environmental Restoration	66	Sector-specific
Health Care	38	Community Development
Infrastructure Development	50	Other
Leading-edge Development	32	Sector-specific
Local/Regional Tourism	10	Tourism
Pass-through Visitor Services	80	Tourism
Transportation Distribution Center	46	Sector-specific
Value-added Agriculture	19	Value-added
Value-added Fisheries	21	Value-added
Value-added Forest Products	14	Value-added
Value-added Mining	21	Value-added

Appendix E - Key Success Factor Report

Key Success Factors with a Score of "4":

Proximity to travel routes
Capable, experienced economic development professionals
Local ability to identify and advance a funding proposal
Relationship with site selectors
Strong community support

Key Success Factors with a Score of "3":

Existing or prospective cultural attraction
Proximity to urban population and workforce centers
Ability to compete in a global market
Team approach to infrastructure finance
Community acceptance of the visitor industry
Community support for needed infrastructure rate increases
Strong state and/or federal legislative delegation
Supportive local government policy and focus
Supportive state energy policies and incentives
Availability of brownfield sites
Local, available, low-skill labor pool
Local, available, high-skill labor pool
Advantageous location for government or education expansion
Prospect of an expanded geographic market for health care
Proximity and access to markets
Strategic location for distribution centers

Key Success Factors with a Score of "2":

Access to long-term infrastructure loans and grants
Sophisticated use of the internet for marketing
Staff focused on recruitment objectives
Local government support
Local pro-business climate
Strong relations between economic development organization and local businesses
Availability of local infrastructure
Proximity to transmission lines with excess capacity

Key Success Factors with a Score of "1":

Financially sound existing health care facility
Proximity to nationally recognized attractions
Access to large-scale capital
Competent, strategic-minded hospital and health-care executives
Support from local education professionals at all levels
Supportive post-secondary education training program
Active engagement of downtown building and business owners
Favorable state policies with respect to office locations
Local focus on revenues from visitors
Support from local businesses
Land/Buildings/Campus for education development

Key Success Factors with a Score of "0":

Quality residential neighborhoods
Accurate, long-term analysis of infrastructure needs and costs
Availability of energy resources
Available, desirable housing
Desirable climate
Existence of recreational amenities
Expandable educational institution
High availability of urban services
Local recreational and visitor attractions
Proximity and access to forests and forest products
Proximity to fisheries commodities
Proximity to large volumes of agricultural commodities
Proximity to raw materials and minerals
Recognizable central business district/downtown
Sufficient base of local businesses
Sufficient local entrepreneurial base
Insulation from industrial business annoyances
Ability to secure long-term contracts for forest materials
Ability to secure power-purchase agreements
Access to small business financing
Availability of appropriated funds
Competitive recruitment incentives
Dedicated local financial resources for staffing recruiters
Local funding for downtown development
Sufficient marketing, promotion, or public relations budget
Ability to build a team comprised of energy-development experts
Ability to identify product and service gaps
Ability to network and attend relevant trade shows
Ability to successfully market materials
Ability to understand industry trends and opportunities
Cooperation of economic development staff and educational community
Cultural development and advocacy organization
Dedicated business coaching staff
Downtown organization and staff
Existing excellence in local health care
Implementation of national Main Street Four-Point Approach™
Relative sophistication in coordinating and marketing local events
Sophisticated tourism development & promotion
Projected growth in government budgets
Support for attracting retirees
Adequate housing for labor force
Adequate telecommunications infrastructure
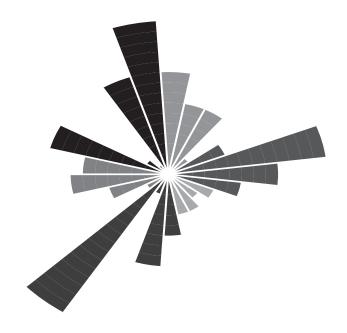Availability of industrial-zoned land for industrial park development
Availability of local land
Availability of local buildings
Excess water and sewer infrastructure capacity
High-speed internet
Proximity to scheduled air service

Many Farms

Strategy Thumbprint™ by Building Communities, Inc.