SIPAULOVI
ARIZONA

Economic Development Strategic Plan

Final — September 2013

SIPAULOVI DEVELOPMENT CORPORATION, INC.

A Building Communities™
Strategic Plan

Sipaulovi, Arizona
Economic Development Strategic Plan

Prepared for
Sipaulovi, Arizona

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.

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

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.

Plan Director

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Executive Summary

Our Community and Vision

It may appear from our central geographic location at the intersection of Hwy 87 and Hwy 264 in the heart of the Hopi Nation that the world revolves around our Village of Sipaulovi. But in true Hopi spirit and tradition, it is just the opposite. We, Sipaulovi, revolve around the world. We have come together to lead our village into economic prosperity, while protecting our culture through the foresight of our sacred Hopi values and the strategic practices of the contemporary world that are good and make it worthwhile for our people.

Using the Hopi concept of tuna tya--vision, foresight and mechanics--we created this plan as a road map to a better life for everyone. We desire to create an economy within our village that supports our independence and self-sufficiency, and which in turn serves to create a better place for all of us around the world. We have chosen to share our culture and values with others and want to make that experience as positive as we can. Therefore, we have chosen several strategies focused on tourism that will enhance the services we can provide visitors through convenience and modern accommodations.

A plan focused on guest services, in which the village has had the foresight to set aside 15 acres to establish a gas station, hotel, business offices, a restaurant and other accommodations for visitors, will be central to our downtown development and tourism strategies. Providing educational opportunities to our youth in the business and hospitality industries through a business incubator will also be critical to realizing our vision of economic vitality.

We recognize the need to improve our infrastructure. Our people and our visitors will need clean, working accommodations. Our infrastructure is currently inadequate to meet those needs. In order to do this, we must seek funding sources.

We are also aware of the employment opportunities off the Hopi Nation and hope to be able provide housing for our people who work in neighboring cities but want to live among us.

We recognize with foresight and planning, we will be able to be a force for good among our people and throughout our areas of influence. We will make the world a better place by starting here, in Sipaulovi.

Background and Context for Planning

The Hopi Tribe and the Village of Sipaulovi are participants in the Northeast Arizona Planning and Development Group (NEAZPDG) to develop a Regional Sustainability Plan for Northeast Arizona.

This planning effort is funded by the US Department of Housing and Urban Development (HUD) in conjunction with the US Department of Transportation (DOT) and the US Environmental Protection Agency (EPA).

The participating entities (tribes, cities, and towns) are utilizing the Building Communities-based approach to economic development strategic planning first to develop a strategy for community and economic development at the local level. Information gained from this local planning process will then be complied to develop a Regional Sustainability Plan.

This planning process began in January 2011 as a part of a three-year process to develop local and regional plans for development and sustainability.

Scope of Plan

This strategic plan has a three-to-five year plan horizon, and is focused on the portion of the Hopi Tribe in the Village of Sipaulovi. The local planning effort has been led by the Sipaulovi Development Corporation and Sipaulovi Village leaders.

Looking to the Future

The Steering Committee for Sipaulovi readily recognizes the current challenges that make moving forward difficult and sometimes daunting. This plan provides opportunities to educate youth, both in a formal setting and through practical real-world experiences. A major concern of this committee is the lack of opportunities for youth to learn to work and develop a solid work ethic. Focusing on economic development assists the community in providing jobs and learning experiences to address this concern. Additionally, the Steering Committee has focused on appropriate ways to share the Hopi culture with the outside world, while at the same time protecting the sacred nature of that culture. This plan also addresses opportunities to bring services to the Sipaulovi members that will improve the quality of their lives through clean, accessible water and other infrastructure.

Community and Economic Development Strategies
- Attracting Government Funding
- Cultural Tourism
- Downtown Development
- Education Development
- Environmental Restoration
- Infrastructure Development
- Local/Regional Tourism
- Pass-through Visitor Services

Quality-of-Life Initiatives
- Healthcare: Prevention - Outreach - Education
- Housing
- Tribal Regulatory Issues

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, Sipaulovi 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, Sipaulovi'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 Sipaulovi's vision—a palpable manifestation of its values and desires—while the strategies and initiatives which constitute the bulk of the plan define Sipaulovi'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 Sipaulovi, 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 complete 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 Sipaulovi 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 "detatched" hired consultants do most or all of the analyses, interpret local conditions, write the plan, and community members accept the resulting plan as "their own." Though this is the common formula, it in many cases leads to strategic plans being little more

than expensive dust collectors. This is no future, and the Building Communities methodology does not use in this model.

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

- Plan Director: Bonnie Secakuku, Director- Sipaulovi Development Corporation- Serves as the liaison between Building Communities and Sipaulovi; 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 Sipaulovi 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. Sipaulovi Steering Committee members:
  - Chester Dee
  - Andrew Gashwazra
  - Suzanne Jamison
  - Eldon Kalemsa
  - Elfina Kalemsa
  - Marlene Lerma
  - Johnathan Lomakema
  - George Mase
  - Mayfa Natoni
  - Bryceson Pinto
  - Andrew Puhuyaoma
  - Alph H. Secakuku
  - Kim Secakuku
  - Susan Secakuku
  - Marlene Sekaquaptewa
  - Belva Starkey
  - Sahmie S. Wytewa
- **Citizens of Sipaulovi:** 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 Sipaulovi, Plan Week consisted of the seven sessions listed previously and was conducted August 1-2, 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 Sipaulovi'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" concluded December 7, 2012. 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 Sipaulovi'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 Sipaulovi's comparative advantage for a host of *Key Success Factors*—conditions, assets, abilities, etc. possessed by the community—related to 25 community and economic development strategies the community could pursue to improve economic condition and enhance quality of life.

The graphic below shows in "thumbprint" showing all the strategies the Steering Committee considered in this first session, and that the broader community also considered in a later session. Strategies ultimately selected appear as dark spokes, with the length of the spoke indicating the strategy's potential for successful implementation.

The input from this session yielded Sipaulovi'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.

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

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 Sipaulovi.   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:

• reliable water for residents
• substance abuse
• healthcare
• education
• housing
• tribal regulations
• protecting/preserving culture

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 Sipaulovi 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 Sipaulovi?
- Do you believe that Sipaulovi 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 Sipaulovi 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 Sipaulovi 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

The Village of Sipaulovi has tremendous potential in its leadership, location, heritage and desire to build a better future. The warmth and compassion of the Steering Committee is commendable. Sipaulovi will be successful in its tourism strategies due to its friendly, welcoming manners and warm smiles. The village will be successful in the development of its business district because of the strategic thinking prevalent among Steering Committee members and the Sipaulovi Development Corporation.

Plan Week Results

Plan Week Results

Overview

To gather the information from which to begin formulating Sipaulovi'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 Sipaulovi'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 Sipaulovi:

- Attracting Government Funding
- Cultural Tourism
- Downtown Development
- Education Development
- Environmental Restoration
- Infrastructure Development
- Local/Regional Tourism
- Pass-through Visitor Services

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

- Healthcare: Prevention - Outreach - Education
- Housing
- Tribal Regulatory Issues

Strategy Selection Process

As mentioned briefly in Section 1, the Sipaulovi 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 Sipaulovi'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 Sipaulovi 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 Sipaulovi, it was given a score of '0'. Intermediate scores from '1' to '3' were given for factors in the middle of the range.

The scores provided by the Steering Committee were then integrated with each of the 25 strategies on a weighted basis. The result is the *Prioritized Strategy Report* to the right, which presents all 25 strategies, ranked by Building Communities according to the likelihood of successful implementation.

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

Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Local/Regional Tourism	88	Tourism
Cultural Tourism	85	Tourism
Pass-through Visitor Services	85	Tourism
Environmental Restoration	83	Sector-specific
Education Development	83	Community Development
Attracting Government Funding	79	Other
Destination Tourism	77	Tourism
Energy Development	73	Sector-specific
Value-added Agriculture	73	Value-added
Business Recruitment	72	General Business
Value-added Forest Products	72	Value-added
Transportation Distribution	71	Sector-specific
Value-added Fisheries	71	Value-added
Health Care	70	Community Development
Bedroom Community	70	Community Development
Value-added Mining	67	Value-added
Leading-edge Development	66	Sector-specific
Business Cultivation	65	General Business
Infrastructure Development	63	Other
Attracting Government Jobs	62	Other
Business Retention and	61	General Business
Entrepreneurial Development	60	General Business
Attracting Lone Eagles	60	Other
Attracting Retirees	59	Other
Downtown Development	50	Community Development

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

Enhanced Strategy Report

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
✓ Local/Regional Tourism	288	100%	100%	Tourism
✓ Cultural Tourism	285	100%	100%	Tourism
Destination Tourism	277	100%	100%	Tourism
✓ Pass-through Visitor Services	275	100%	90%	Tourism
✓ Education Development	253	100%	70%	Community Development
✓ Environmental Restoration	243	90%	80%	Sector-specific
✓ Infrastructure Development	243	100%	80%	Other
✓ Downtown Development	240	100%	90%	Community Development
Entrepreneurial Development	220	100%	70%	General Business
Health Care	220	90%	70%	Community Development
✓ Attracting Government Funding	219	100%	60%	Other
Business Cultivation	215	100%	60%	General Business
Business Recruitment	202	90%	50%	General Business
Business Retention and Expansion	201	90%	50%	General Business
Value-added Agriculture	193	70%	70%	Value-added
Energy Development	173	70%	50%	Sector-specific
Attracting Government Jobs	162	80%	60%	Other
Transportation Distribution Center	161	60%	40%	Sector-specific
Bedroom Community	150	70%	50%	Community Development
Value-added Forest Products	132	40%	40%	Value-added
Leading-edge Development	128	60%	33%	Sector-specific
Attracting Lone Eagles	120	50%	50%	Other
Attracting Retirees	109	50%	60%	Other
Value-added Mining	107	50%	30%	Value-added
Value-added Fisheries	71	30%	20%	Value-added

Checkmarks (✔) indicate selected strategies.

With these various analyses and assessments in place, the Steering Committee's task was to choose the strategies which the community would ultimately advance. Consideration of the Prioritized Strategy Report yielded an initial selection of the "most viable" strategies. Final determination of the selected strategies was made through extensive discussion with contributions from all Steering Committee members. Ultimately, eight strategies were selected to be integrated into the strategic plan. For each of these strategies, the Steering Committee then assigned one of more individuals or organizations to play a lead role in strategy implementation.

Importance of Recommendations

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

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

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

It is recommended that the Steering Committee review the Essential Action Steps and the Community Organizer Assessment on a monthly basis. Once the recommendations for building and increasing capacity have been met, the Steering Committee could review the Community Organizer Assessment on a quarterly basis.

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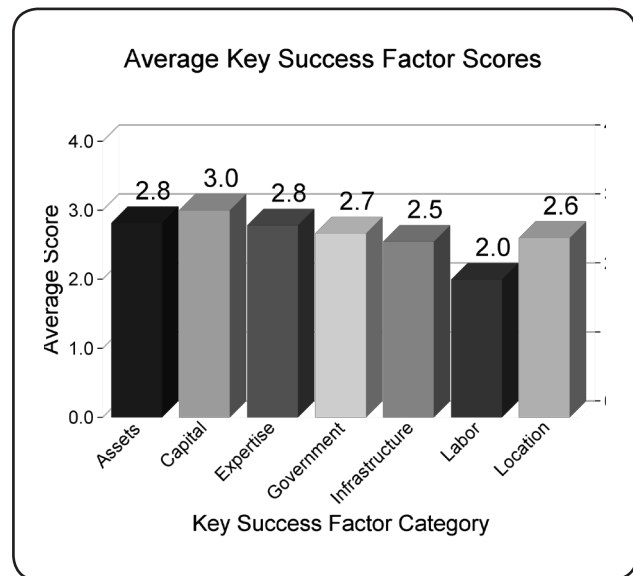
The table below presents a brief description of each category and the average score of the community in each of those categories.

The overall scores of the Key Success Factors for Sipaulovi are above average. The scores range from a 2.0 to 3.0. This enhances the likelihood of success and increases the number of viable strategies for Sipaulovi to engage in.

It is important to understand how each category and relative score impacts a chosen strategy. For Sipaulovi, Capital is the strongest category. This is a definite strength to build upon and will be needed to implement most of the strategies. The other categories are similar in ranking and overall provide Sipaulovi a solid foundation for implementing several strategies.

Key Success Factor Categories		AVG SCORE
Assets	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	2.8
Capital	Business debt and equity funding as well as consistent funding for development organizations to succeed.	3.0
Expertise	The skills, connections and abilities of local professionals.	2.8
Government	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	2.7
Infrastructure	The land, buildings and infrastructure necessary to advance many of the business development strategies.	2.5
Labor	The labor force of a community.	2.0
Location	The relative proximity of the community to the marketplace.	2.6
Scores reflect the community's relative capacity in each category on a scale from 0 to 4.		

The Labor category is the lowest scoring and the Steering Committee understands that skilled labor will be a challenge for them as they move forward with the implementation of their strategies.

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.

Of the 22 Key Success Factors in the Asset category, six of them score the maximum of a 4. These assets will prove to be key in pursuing strategies related to tourism and education.

The Steering Committee will need to consider several low-scoring assets as they develop their Essential Action Steps, such as infrastructure and a recognizable business district.

Key Success Factors - Assets

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

Capital

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

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

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

Key Success Factors - Capital

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

This is the highest-scoring category for Sipaulovi. The creation and existence of a a strong development organization is extremely helpful. All ten Key Success Factors scored a 3. The ability to access capital and the dedicated resources to maintain the Sipaulovi Development Corporation are definite strength and will be key to successful implementation of the Sipaulovi plan.

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.).

Sipaulovi has a definite advantage in the area of Expertise. Sixteen of the 22 Key Success Factors score a 3. It is important to note that within the Sipaulovi Steering Committee, most of the key areas of expertise are represented. The Steering Committee will need to enhance their relationship with local educators as they move into implementation.

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

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.

Of the 15 Key Success Factors in the area of Government, ten score a 3 giving Sipaulovi a slight edge over other similar communities. The Steering Committee will need to address the five Key Success Factors that score a 2 as the develop their Essential Action Steps.

Key Success Factors - Government

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

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 area will need to be carefully examined and addressed by the Steering Committee as they move forward. With over half of the Key Success Factors scoring a 2 or below, infrastructure will become critical in the implementation of several strategies.

Key Success Factors - Infrastructure

Availability of brownfield sites	4
Availability of local land	4
Availability of industrial-zoned land for industrial park development	3
Availability of local infrastructure	3
Excess water and sewer infrastructure capacity	3
Adequate housing for labor force	2
Adequate telecommunications infrastructure	2
High-speed internet	2
Land/Buildings/Campus for education development	2
Proximity to transmission lines with excess capacity	2
Availability of local buildings	1

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	2
Local, available, high-skill labor pool	2

The Steering Committee is acutely aware of the high unemployment rate among their residents. While this allows for a significant potential labor pool, there are other factors impacting the availability of a labor force.

Housing a significant labor pool is a challenge for Sipaulovi as is training and educating a labor force. The Steering Committee will need to address both of these challenges as they move forward with their plan.

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
Proximity to scheduled air service	2
Strategic location for distribution centers	2

As mentioned before, Sipaulovi enjoys a very strategic location at the intersection of state highways 264 and 87. However, proximity to rail and air service are a challenge. Distances on the Hopi Reservation are a relative matter. Remote or isolated communities are very common and the norm, rather than the exception on the Hopi Reservation. Sipaulovi should capitalize on its location, and at the same time, acknowledge the advantage it has in their circumstances may not be what a community off of tribal lands would consider to be an advantage.

Section 3:

Selected Strategies

Attracting Government Funding
Cultural Tourism
Downtown Development
Education Development
Environmental Restoration
Infrastructure Development
Local/Regional Tourism
Pass-through Visitor Services

Selected Strategies

Sipaulovi's Selected Strategies

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

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 Sipaulovi Steering Committee are:

- Attracting Government Funding
- Cultural Tourism
- Downtown Development
- Education Development
- Environmental Restoration
- Infrastructure Development
- Local/Regional Tourism
- Pass-through Visitor Services

Strategies not selected include:

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

While the Sipaulovi Steering Commiitee seriously discussed the business-related strategies, they did not feel they scored high enough to pursue at this time given the other strategies already chosen. There was also a great deal of discussion concerning the Attracting Retirees strategy. However, the Steering Committee once again acknowledged that the land ownership issues on tribal lands, along with a major housing shortage, were liabilities they would not be able to overcome at this point in time.

Recommendations for Implementation

The Sipaulovi Steering Committee is a strong group of well-informed and involved members. Under the leadership of the Sipaulovi Development Corporation and Village leaders, the implementation of the plan will be strongly supported. In examining the comparative advantage of Sipaulovi over other Hopi villages of similar size, Sipaulovi has a definite advantage. The Steering Committee and village members will need to keep their momentum going and continue their leadership role throughout the Hopi Nation.

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: 79   RANK: 6

Strategy Summary

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

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

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

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

Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on:

- whether or not they wanted to see Sipaulovi implement this strategy, and
- whether or not they believed Sipaulovi could successfully implement it.

Below is a summary of community responses:

Would you like to see Sipaulovi implement this strategy?

Yes: 100%   No: 0%

Do you believe that Sipaulovi can successfully implement this strategy?

Yes: 75%   No: 25%
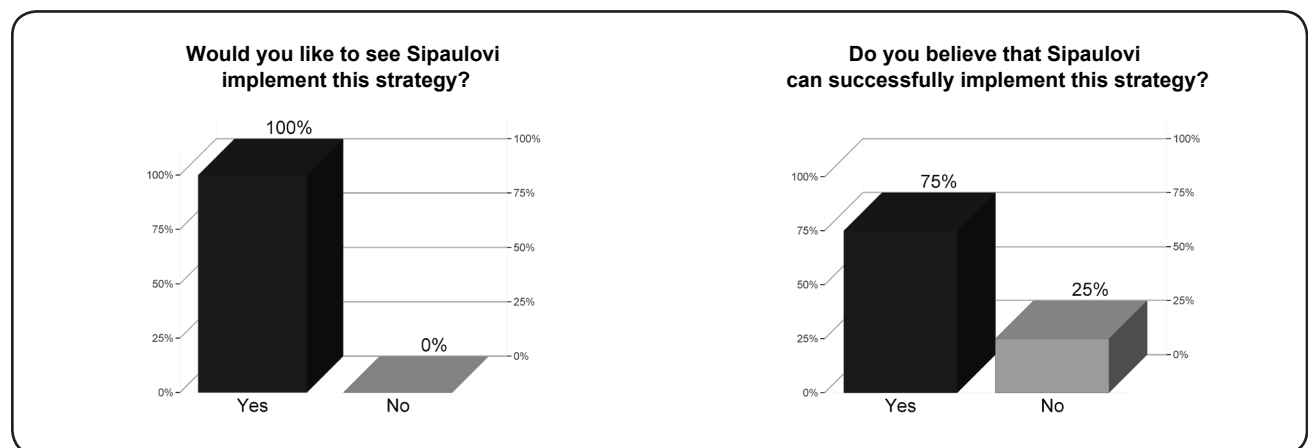
Objectives of Strategy Implementation

The Steering Committee understands the importance of government funding to several of the other chosen strategies. Additionally, they have seen the benefits of pursuing government grants and loans to accomplish specific projects. The objective of this strategy is to seek financial resources for the the other seven chosen strategies.

Findings from the Key Success Factor Analysis

The strength of this strategy is the proven track record of the Sipaulovi Development Corporation to seek and secure funding. The experience and knowledge that comes with identifying and advancing funds for a project is essential in the implementation of this strategy. The Steering Committee will need to develop a stronger relationship within their community and with their legislative representatives to increase the success of their funding pursuits.

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	Availability of appropriated funds Strong community support
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
No Entries	No Entries

Cultural Tourism

Cultural Tourism

SCORE: 85   RANK: 2

Strategy Summary

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

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

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

Voice of the Community Survey Results

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

Would you like to see Sipaulovi implement this strategy?

Yes: 100%   No: 0%

Do you believe that Sipaulovi can successfully implement this strategy?

Yes: 100%   No: 0%
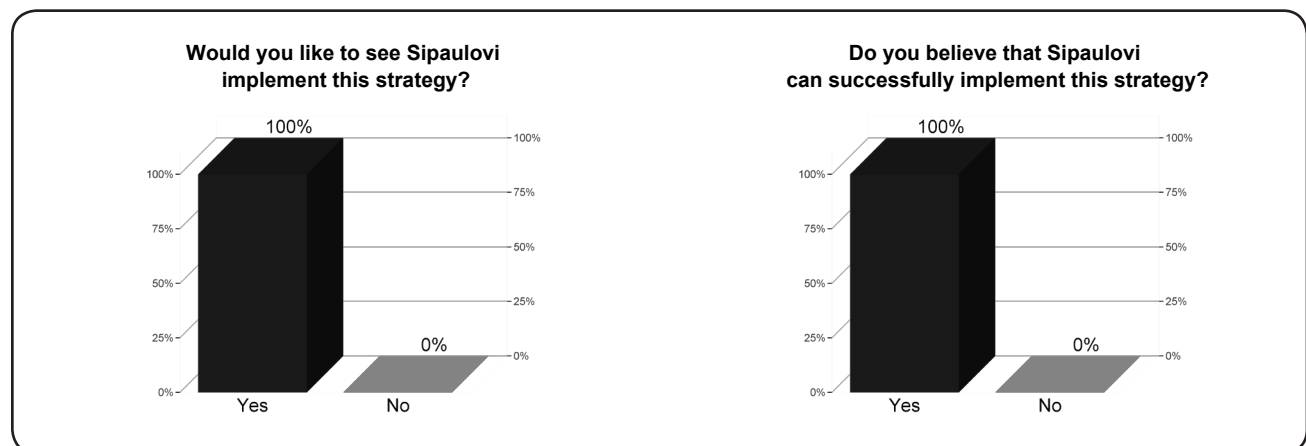
Objectives of Strategy Implementation

The Steering Committee fully understood before participating in the Key Success Factor Analysis the economic potential in capitalizing on tourists who want to experience and learn about the Hopi Culture. The objective of this strategy is not just to increase tourism, but to appropriately share the Hopi culture with others, while maintaining reverence for Hopi traditions and values.

Findings from the Key Success Factor Analysis

This strategy score the second highest in the Key Success Factor Analysis. It is also strongly supported by the community. However, the shortage of both low and high-skilled labor will need to be addressed in the Essential Action Steps of this strategy.

Key Success Factor Report - Cultural Tourism	
STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
Existing or prospective cultural attraction	Sufficient marketing, promotion, or public relations budget Cultural development and advocacy organization
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
No Entries	No Entries

Downtown Development

Downtown Development

SCORE: 50   RANK: 25

Strategy Summary

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

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

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

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

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

Voice of the Community Survey Results

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

Would you like to see Sipaulovi implement this strategy?

Yes: 100%   No: 0%

Do you believe that Sipaulovi can successfully implement this strategy?

Yes: 100%   No: 0%
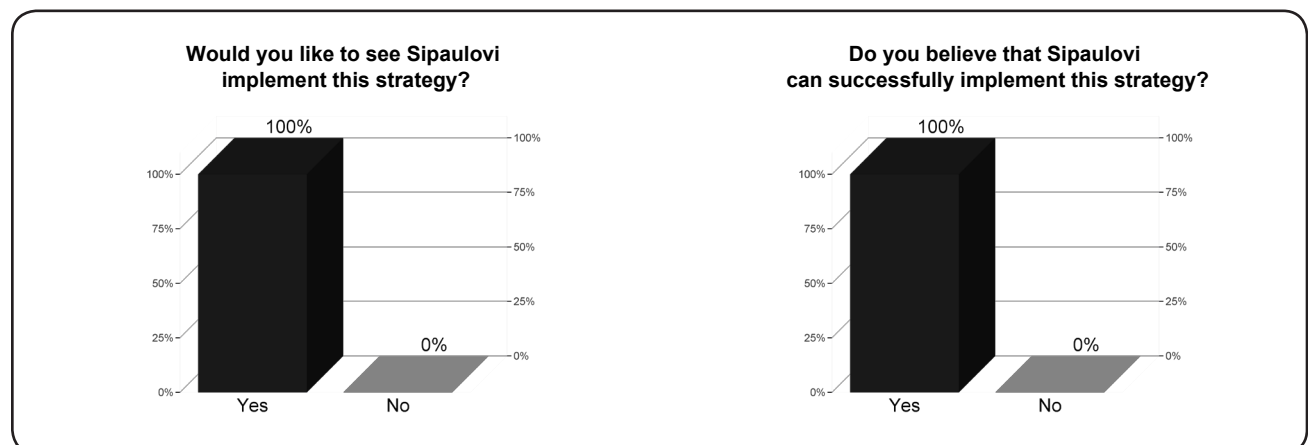
Objectives of Strategy Implementation

Out of the eight chosen strategies, this seems the least likely to be selected by the Steering Committee. However, Sipaulovi has been working on a downtown business center. The objective of this strategy is to complete the construction of a business center located at the intersection of highway 264 and 87. Plans include a restaurant, hotel, fuel station, retail space and business offices.

Findings from the Key Success Factor Analysis

Sipaulovi Village leaders wisely set aside 15 acres for the development of the business center. They have acquired a professionally designed site plan and formed the Sipaulovi Development Corporation to continue the implementation of the concept. All of these factors create a strong foundation to build upon. The one Key Success Factor that appears to be a deficit is, in fact, already being addressed. The creation of the business will center will actually help Sipaulovi define their downtown area.

Key Success Factor Report - Downtown Development	
STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Local funding for downtown development
	Downtown organization and staff
	Local government support
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Recognizable central business district/downtown	No Entries

KEYNOTES

1. SHADE STRUCTURE WITH (4) GAS PUMPS & (4) 15' DIAMETER ABOVE- GROUND STORAGE TANKS

2. 5,630 GSF 1-STORY CONVENIENCE STORE & DELI WITH COMMUNITY COMMERCIAL KITCHEN

3. (79) STANDARD PARKING SPACES & (3) PARKING SPACES FOR BUSSES/ SEMI-TRUCKS

4. SHADED OPEN MARKETPLACE

5. PEACH TREE LANDSCAPED AREA

6. OUTDOOR AMPHITHEATER WITH 40' x 40' SUNKEN PLAZA & SEATING FOR 1250 PEOPLE

7. 20,710 GSF 2-STORY MULTI-PURPOSE OFFICE BUILDING WITH POTENTIAL MEETING, STORAGE/ARCHIVAL & LEASED SPACES

8. (24) PARKING SPACES SERVING OFFICE BUILDING

9. (8) ARTIST STUDIOS (780 GSF EACH) WITH DISPLAY SPACE FACING PLAZA

10. (8) PARKING SPACES SERVING ARTIST STUDIOS

11. 13,360 GSF VISITOR CENTER/ GALLERY & DOUBLE-HEIGHT MULTI-PURPOSE HALL

12. (18) PARKING SPACES SERVING GALLERY/ MULTI-PURPOSE HALL & HOTEL

13. 4,940 GSF 1-STORY RESTAURANT

14. 4,150 GSF 1-STORY HOTEL LOBBY, CAFE & SERVICE/STORAGE BUILDING

15. (28) PARKING SPACES SERVING HOTEL

16. (36) HOTEL GUEST ROOMS (490 GSF EACH) WITH PRIVATE ROOFTOP PATIOS FOR UPPER ROOMS

17. PEACH TREE ORCHARD/PICNIC AREA

18. (2) MULTI-FAMILY RESIDENTIAL CLUSTERS WITH A TOTAL OF:

   (4) 1- BEDROOM, 1-STORY ACCESSIBLE UNITS (710 GSF EACH)

   (4) 2-BEDROOM, 1-STORY ACCESSIBLE UNITS (1,050 GSF EACH)

   (12) 2-BEDROOM, 2-STORY UNITS (1,240 GSF EACH)

   (8) 3-BEDROOM, 2-STORY UNITS (1,520 GSF EACH)

19. (50) PARKING SPACES SERVING RESIDENTS

PHASE 1
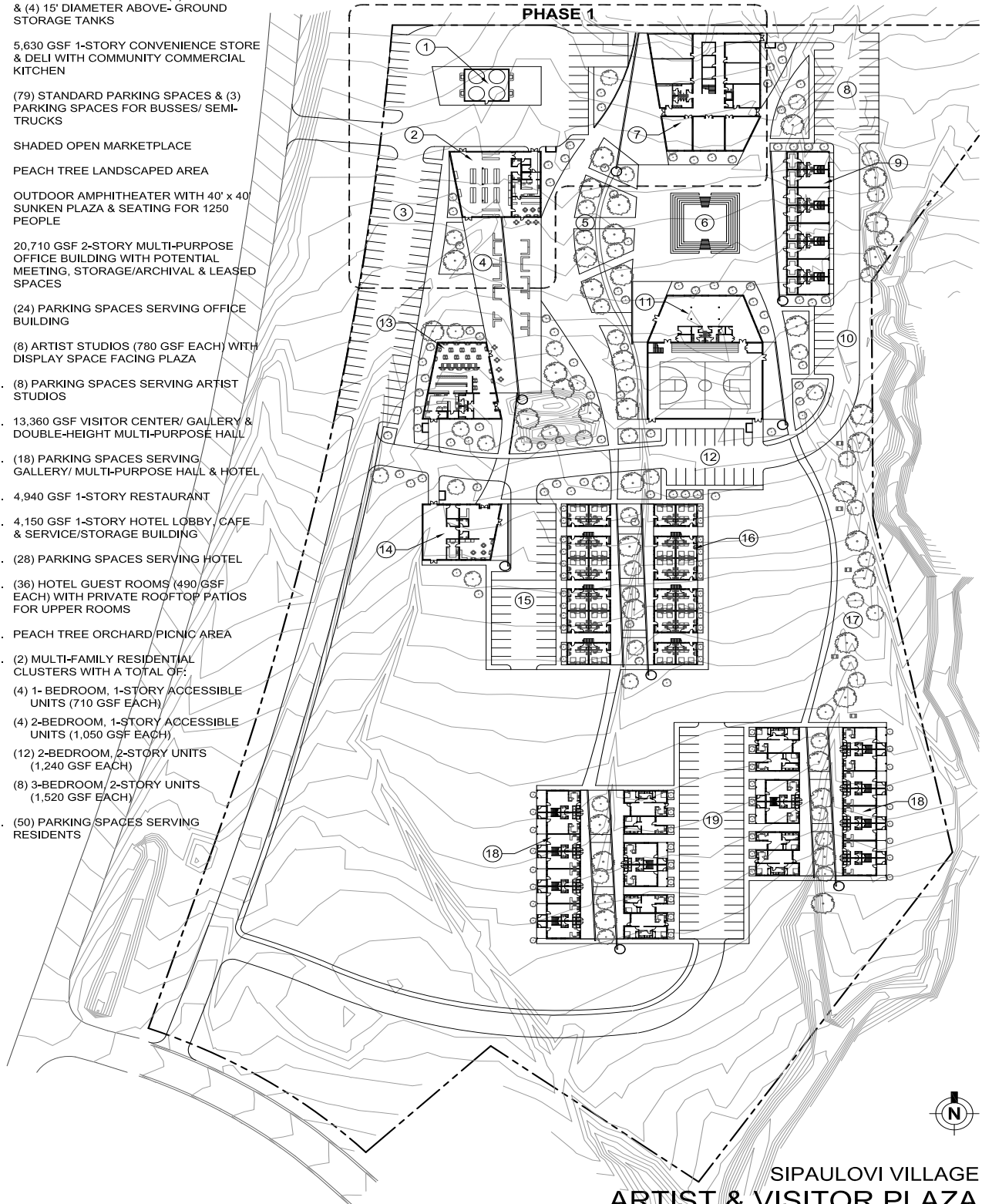
SIPAULOVI VILLAGE
ARTIST & VISITOR PLAZA
15 ACRE SITE MASTER PLAN
REVISED FEBRUARY 2010

PREPARED BY SAVANNAH MCDONALD

3.17

Education
Development

Education Development

SCORE: 83   RANK: 5

Strategy Summary

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

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

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

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

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

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

Voice of the Community Survey Results

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

Would you like to see Sipaulovi implement this strategy?

100% Yes   0% No

Do you believe that Sipaulovi can successfully implement this strategy?

100% Yes   0% No
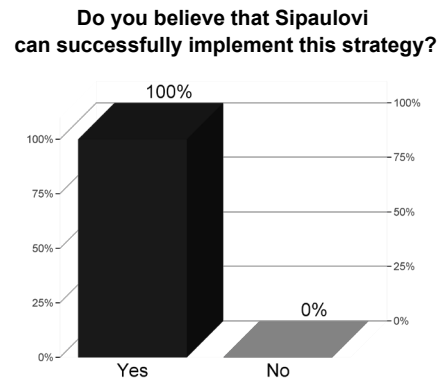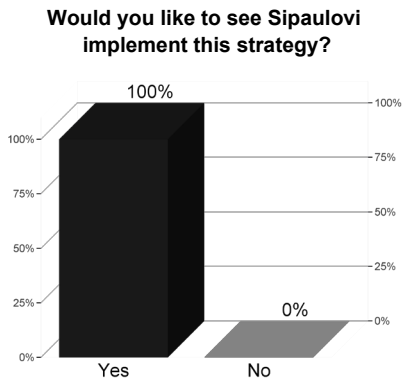
Objectives of Strategy Implementation

The objective of this strategy is to support the other selected strategies and address the low-scoring Key Sucess Factors related to a skilled workforce. The Steering Committee understands that in order to support the advancement of their tourism-related strategies they must have a workforce that is skilled and trained in hospitality and customer service-related businesses.

Findings from the Key Success Factor Analysis

The Key Success Factors score very well for this strategy. The strength of the relationship with Northland Pioneer College will be very advantageous as the Steering Committee moves forward with implementation. The Steering Committee is also addressing the infrastructure needs by looking for space within the proposed downtown business center for a training facility.

Key Success Factor Report - Education Development	
STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
Expandable educational institution	Advantageous location for government or education expansion Cooperation of economic development staff and educational community Local government support
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
No Entries	No Entries

Environmental Restoration

Environmental Restoration

SCORE: 83   RANK: 4

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.

Voice of the Community Survey Results

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

Would you like to see Sipaulovi implement this strategy?

90%   10%

Yes   No

Do you believe that Sipaulovi can successfully implement this strategy?

100%   0%

Yes   No
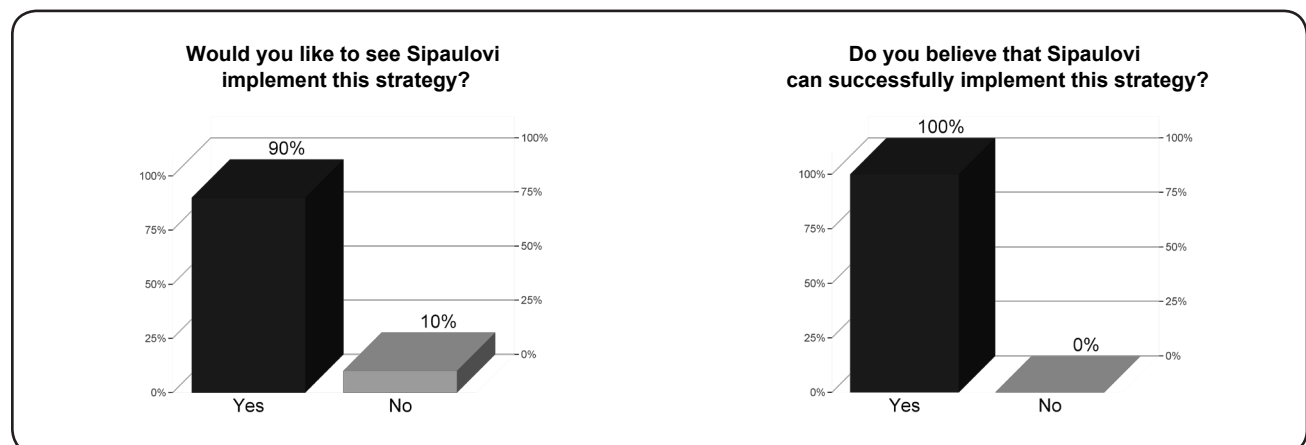
Objectives of Strategy Implementation

This strategy was chosen to address the clean-up of various locations throughout the village. This is not just an effort to restore and use possible sites that are contaminated with hazardous materials, but was also chosen as a Quality-of-life Issue to address the appearance of the village.

Findings from the Key Success Factor Analysis

This strategy also scored well in the Key Success Factor Analysis. Four of the five factors were scored as an advantage. As with the Attracting Government Funding strategy, the relationship with state and federal legislators will need to be nurtured.

Key Success Factor Report - Environmental Restoration	
STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
Availability of brownfield sites	Capable, experienced economic development professionals Local government support Access to large-scale capital
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
No Entries	No Entries

Local/Regional Tourism

Local/Regional Tourism

SCORE: 88   RANK: 1

Strategy Summary

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

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

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

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

Voice of the Community Survey Results

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

Would you like to see Sipaulovi implement this strategy?

100% Yes, 0% No

Do you believe that Sipaulovi can successfully implement this strategy?

100% Yes, 0% No
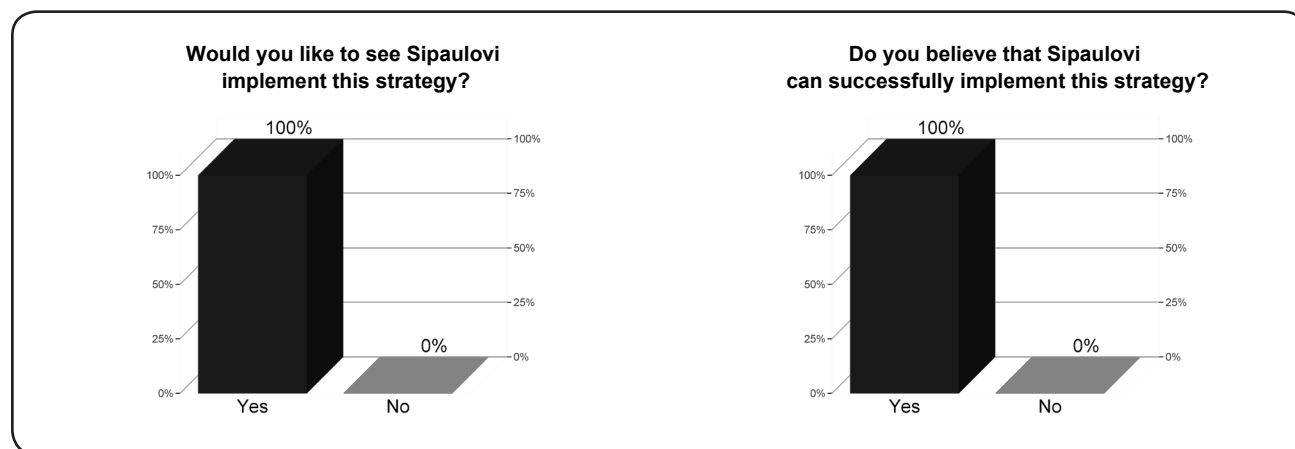
Objectives of Strategy Implementation

The objective of this strategy is to develop a visitors center with a marketing program, walking tour, script and DVD that all share the unique values and traditions of the Hopi Culture.

Findings from the Key Success Factor Analysis

This is the highest scoring strategy in the Key Success Factor Analysis. The challenge in implementing it will be determining what cultural attributes the community wishes to share and how to appropriately do so

without violating the sacred nature of many ceremonies and traditions.

Key Success Factor Report - Local/Regional Tourism	
STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
Local recreational and visitor attractions	Sufficient marketing, promotion, or public relations budget Relative sophistication in coordinating and marketing local events Strong community support
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
No Entries	No Entries

Pass-through Visitor Services

Pass-Through Visitor Services

| SCORE: 85 | RANK: 3 |

Strategy Summary

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

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

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

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

Voice of the Community Survey Results

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

Would you like to see Sipaulovi implement this strategy?

100% Yes
0% No

Do you believe that Sipaulovi can successfully implement this strategy?

100% Yes
0% No
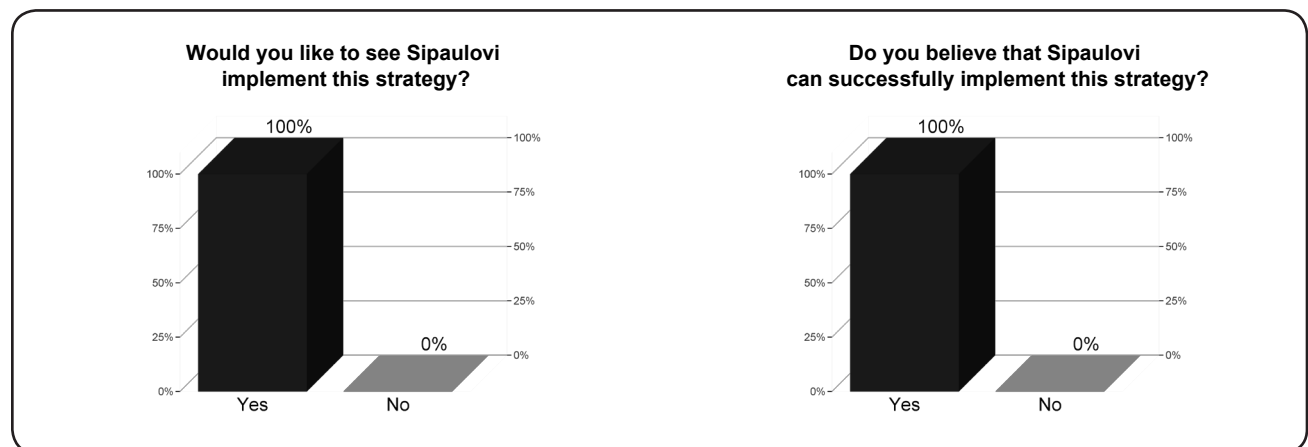
Objectives of Strategy Implementation

The Steering Committee readily recognizes the significant amount of traffic associated with the highway crossroads at the center of the village. This strategy is to provide goods and service to those who are passing-through. This includes members of the Hopi tribe, as well as visitors. The development of the downtown business center will greatly increase the success of this strategy.

Findings from the Key Success Factor Analysis

While location is a major key to the success of this strategy, a skilled workforce will also greatly impact its likelihood of success. Therefore, the success of this strategy is also dependent upon the success of the implementation of the Education Development strategy and the hospitality training program contained within it.

Key Success Factor Report - Pass-through Visitor Services	
STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
Proximity to travel routes	Local focus on revenues from visitors
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
No Entries	No Entries

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

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

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

Housing

This initiative is focused on addressing the critical housing shortage for members of the Sipaulovi Village. The inability to individually own land on tribal lands creates a unique and challenging situation for tribal members. Traditional mortgages are not an option for tribal members. In addition to that challenge, not only is there not enough low-to-moderate income housing, there is not enough housing for those who are employed and earn just above the recommended income threshold for housing assistance.

Tribal Regulatory Issues

This initiative was chosen as a formal way for Village leadership to address Tribal regulations that are inhibitive and/or excessively restrictive in the pursuit of economic development and addressing local infrastructure and housing needs. The creation of a "formal" voice through Village authorities to represent local needs and issues not only to Hopi tribal authorities, but to the BIA, was deemed essential in addressing quality-of-life issues such as housing, transportation and equal access to economic opportunities.

Healthcare: Outreach, Prevention and Education

This initiative was chosen by the Steering Committee to address the growing concern about the physical and emotional health of many village members. This initiative is to be a holistic approach to healthcare with an emphasis on cultural values.

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 Sipaulovi 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.

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	10	7	—	—	—	—	—	—	34 / 37	37 / 37
Local Staff and Team Development	10	5	7	7	4	—	—	—	—	—	33 / 37	37 / 37
Industrial Land and Infrastructure	0	0	3	7	5	5	8	8	2	2	40 / 68	68 / 68
Targeted Industries	0	4	6	—	—	—	—	—	—	—	10 / 19	19 / 19
Marketing	4	5	0	7	7	—	—	—	—	—	23 / 33	33 / 33
Prospect and Lead Management	8	8	3	—	—	—	—	—	—	—	19 / 27	27 / 27
Closing the Deal	3	3	6	3	5	—	—	—	—	—	20 / 26	26 / 26

TOTAL POINTS   **179 / 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	6	32 / 32	32 / 32
Project and Issue Development	4	3	4	3	2	16 / 16	16 / 16
Organizational Capacity	10	10	5	10	1	36 / 38	38 / 38
Staffing	12	3	5	1	—	21 / 23	23 / 23
Civic Volunterism	5	0	—	—	—	5 / 8	8 / 8
Community Attitude	10	1	—	—	—	11 / 13	13 / 13
Maintaining Community as the Goal	5	2	—	—	—	7 / 9	9 / 9

TOTAL POINTS   **128 / 139**   **139 / 139**

The *Community Organizer Assessment* not only presents a description of the current level of capacity, 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: **34 / 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

Capacity achieved. No further action necessary at this time.

1c. Appropriateness of Business Development

Capacity achieved. No further action necessary at this time.

1d. A Foundation of Support for Existing Businesses

❑ 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: **33 / 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

Capacity achieved. No further action necessary at this time.

2c. Frequency of Meetings

Capacity achieved. No further action necessary at this time.

2d. Business Development Staff

❏ Ensure that the organization not only has a capable staff person, but also has adequate administrative support.

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: **40 / 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

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

3c. Land Ownership

❑ Ensure that the community has control over one or more parcels of land that can be immediately made available for development.
❑ Ensure that publicly-controlled industrial land is competitively priced.

3d. Environmental Considerations

Capacity achieved. No further action necessary at this time.

3e. Land Price

Capacity achieved. No further action necessary at this time.

3f. Availability of Buildings

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

3g. Basic Infrastructure

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

3h. Access Infrastructure

❑ 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: **10 / 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

Capacity achieved. No further action necessary at this time..

4c. Targeted Industry Analysis

- ❑ 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:	**23 / 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 recent successes in business marketing to launch continued successful efforts.

5b. Professional Marketing Assistance

Capacity achieved. No further action necessary at this time.

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

❏ 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

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

6b. A Professional Community Response

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

6c. Availability to Travel

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

7 - Closing the Deal

ASSESSED SCORE:	20 / 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

❏ Build on past success of closing successful business development deals.

7b. Expertise with Incentives

❏ Capitalize on "outside experts" (typically government employees) that have sophistication in their understanding and use of business development incentives.

❏ Recognize the depth of understanding of incentives and ability to "package the deal" in concert with state and federal partners.

7c. A Winning Attitude

Capacity achieved. No further action necessary at this time.

7d. Community Sophistication

❏ Recognize capability of in-house attorney with expertise in negotiating business development deals.

7e. Project/Contract Monitoring

Capacity achieved. No further action necessary at this time.

Community Development Capacity

1 - Strategic Plan/Vision

ASSESSED SCORE:	**32 / 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

Capacity achieved. No further action necessary at this time.

1b. Acceptance of Plan

Capacity achieved. No further action necessary at this time.

1c. Professional Development of Plan

Capacity achieved. No further action necessary at this time.

1d. Use of Strategic Plan

Capacity achieved. No further action necessary at this time.

1e. Plan Updating

Capacity achieved. No further action necessary at this time.

2 - Project and Issue Development

ASSESSED SCORE:	**16 / 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

Capacity achieved. No further action necessary at this time.

2b. Identification of Strategic Issues

Capacity achieved. No further action necessary at this time.

2c. Large Project Advocacy

Capacity achieved. No further action necessary at this time.

2d. Coordinating Projects with State and Federal Processes

Capacity achieved. No further action necessary at this time.

2e. Incorporation into Community Facilities Plan

Capacity achieved. No further action necessary at this time.

3 - Organizational Capacity

ASSESSED SCORE:	36 / 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)

Capacity achieved. No further action necessary at this time.

3b. Organizational Stability

Capacity achieved. No further action necessary at this time.

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

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

4 - Staffing

ASSESSED SCORE:	**21 / 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

Capacity achieved. No further action necessary at this time.

4b. Support Staff

Capacity achieved. No further action necessary at this time.

4c. Staff Focused on Organizational Objectives

Capacity achieved. No further action necessary at this time.

4d. Staff Training

❏ Provide consistent and comprehensive training to staff.

5 - Civic Volunteerism

ASSESSED SCORE:	**5 / 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:	**11 / 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

Capacity achieved. No further action necessary at this time.

6b. Viewing the Glass Half-Full

❑ Recognize that the community sees its "glass half full"; enact initiative to fill the glass.

7 - Maintaining the "Community" as the Goal

ASSESSED SCORE:	**7 / 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"

Capacity achieved. No further action necessary at this time.

7b. Formal or Informal Subordination of Projects to Community

❏ Formalize a "teaming of projects" to ensure coordination and potential collaboration.

Appendix

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

Appendix A

Prioritized Strategy Report w/ Community Input

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
Local/Regional Tourism	88	100%	100%	Tourism
Cultural Tourism	85	100%	100%	Tourism
Pass-through Visitor Services	85	100%	90%	Tourism
Environmental Restoration	83	90%	80%	Sector-specific
Education Development	83	100%	70%	Community Development
Attracting Government Funding	79	100%	60%	Other
Destination Tourism	77	100%	100%	Tourism
Energy Development	73	70%	50%	Sector-specific
Value-added Agriculture	73	70%	70%	Value-added
Business Recruitment	72	90%	50%	General Business
Value-added Forest Products	72	40%	40%	Value-added
Transportation Distribution Center	71	60%	40%	Sector-specific
Value-added Fisheries	71	30%	20%	Value-added
Health Care	70	90%	70%	Community Development
Bedroom Community	70	70%	50%	Community Development
Value-added Mining	67	50%	30%	Value-added
Leading-edge Development	66	60%	33%	Sector-specific
Business Cultivation	65	100%	60%	General Business
Infrastructure Development	63	100%	80%	Other
Attracting Government Jobs	62	80%	60%	Other
Business Retention and Expansion	61	90%	50%	General Business
Entrepreneurial Development	60	100%	70%	General Business
Attracting Lone Eagles	60	50%	50%	Other
Attracting Retirees	59	50%	60%	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 Sipaulovi'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:

- Local/Regional Tourism
- Cultural Tourism
- Pass-through Visitor Services

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

- Environmental Restoration
- Education Development
- Attracting Government Funding
- Destination Tourism
- Energy Development
- Value-added Agriculture
- Business Recruitment
- Value-added Forest Products
- Transportation Distribution Center
- Value-added Fisheries
- Health Care
- Bedroom Community

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

- Value-added Mining
- Leading-edge Development
- Business Cultivation
- Infrastructure Development
- Attracting Government Jobs
- Business Retention and Expansion
- Entrepreneurial Development
- Attracting Lone Eagles
- Attracting Retirees
- Downtown Development

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

Appendix C

Strategies by Group

STRATEGY	SCORE	STRATEGY GROUP
Business Recruitment	72	General Business
Business Retention and Expansion	61	General Business
Business Cultivation	65	General Business
Entrepreneurial Development	60	General Business
Energy Development	73	Sector-specific
Environmental Restoration	83	Sector-specific
Transportation Distribution Center	71	Sector-specific
Leading-edge Development	66	Sector-specific
Value-added Agriculture	73	Value-added
Value-added Forest Products	72	Value-added
Value-added Fisheries	71	Value-added
Value-added Mining	67	Value-added
Destination Tourism	77	Tourism
Cultural Tourism	85	Tourism
Local/Regional Tourism	88	Tourism
Pass-through Visitor Services	85	Tourism
Downtown Development	50	Community Development
Education Development	83	Community Development
Health Care	70	Community Development
Bedroom Community	70	Community Development
Infrastructure Development	63	Other
Attracting Retirees	59	Other
Attracting Lone Eagles	60	Other
Attracting Government Jobs	62	Other

Appendix D

Alphabetical Listing of Strategies

STRATEGY	SCORE	STRATEGY GROUP
Attracting Government Funding	79	Other
Attracting Government Jobs	62	Other
Attracting Lone Eagles	60	Other
Attracting Retirees	59	Other
Bedroom Community	70	Community Development
Business Cultivation	65	General Business
Business Recruitment	72	General Business
Business Retention and Expansion	61	General Business
Cultural Tourism	85	Tourism
Destination Tourism	77	Tourism
Downtown Development	50	Community Development
Education Development	83	Community Development
Energy Development	73	Sector-specific
Entrepreneurial Development	60	General Business
Environmental Restoration	83	Sector-specific
Health Care	70	Community Development
Infrastructure Development	63	Other
Leading-edge Development	66	Sector-specific
Local/Regional Tourism	88	Tourism
Pass-through Visitor Services	85	Tourism
Transportation Distribution Center	71	Sector-specific
Value-added Agriculture	73	Value-added
Value-added Fisheries	71	Value-added
Value-added Forest Products	72	Value-added

Appendix E – Key Success Factor Report

Key Success Factors with a Score of "4":

Desirable climate
Existing or prospective cultural attraction
Expandable educational institution
Local recreational and visitor attractions
Proximity to nationally-recognized attractions
Proximity to travel routes
Local ability to identify and advance a funding proposal
Availability of brownfield sites
Availability of local land

Key Success Factors with a Score of "3":

Availability of energy resources
Financially-sound existing health care facility
Proximity and access to forests and forest products
Proximity to fisheries commodities
Proximity to large volumes of agricultural commodities
Proximity to urban population and workforce centers
Sufficient local entrepreneurial base
Absence of industrial business activity
Ability to secure long-term contracts for forest materials
Ability to secure power-purchase agreements
Access to small business financing
Access to large-scale capital
Access to long-term infrastructure loans and grants
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 compete in a global market
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
Capable, experienced economic development professionals
Competent, strategic-minded hospital and health-care executives
Cooperation of economic development staff and educational community
Cultural development and advocacy organization
Relationship with site selectors
Relative sophistication in coordinating and marketing local events
Sophisticated tourism development & promotion
Sophisticated use of the internet for marketing
Team approach to infrastructure finance
Community acceptance of the visitor industry
Community support for needed infrastructure rate increases

Local focus on revenues from visitors
Local government support
Local pro-business climate
Strong community support
Strong relations between economic development organization and local businesses
Support from local businesses
Supportive local government policy and focus
Supportive state energy policies and incentives
Availability of industrial-zoned land for industrial park development
Availability of local infrastructure
Excess water and sewer infrastructure capacity
Advantageous location for government or education expansion
Prospect of an expanded geographic market for health care
Proximity and access to markets

Key Success Factors with a Score of "2":

Quality residential neighborhoods
Available, desirable housing
Existence of recreational amenities
High availability of urban services
Proximity to raw materials and minerals
Sufficient base of local businesses
Dedicated business coaching staff
Existing excellence in local health care
Implementation of national Main Street Four-Point Approach™
Staff focused on recruitment objectives
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
Projected growth in government budgets
Strong state and/or federal legislative delegation
Support for attracting retirees
Adequate housing for labor force
Adequate telecommunications infrastructure
High-speed internet
Land/Buildings/Campus for education development
Proximity to transmission lines with excess capacity
Local, available, low-skill labor pool
Local, available, high-skill labor pool
Proximity to scheduled air service
Strategic location for distribution centers

Key Success Factors with a Score of "1":

Accurate, long-term analysis of infrastructure needs and costs
Recognizable central business district/downtown
Availability of local buildings
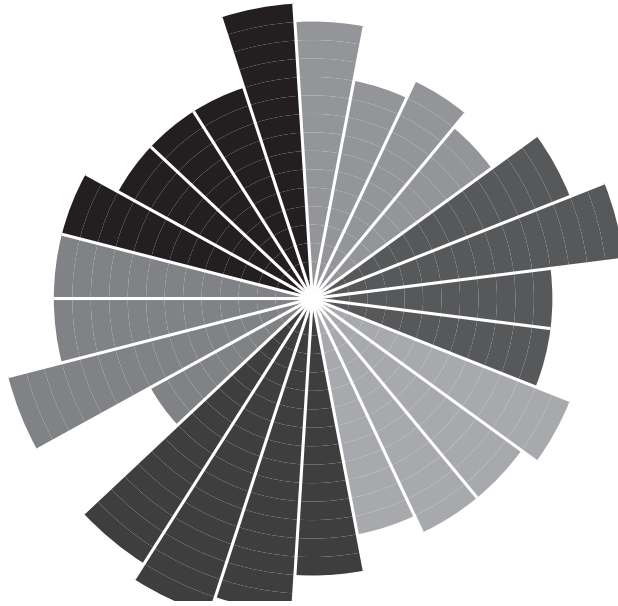
Sipaulovi, Arizona

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