Economic Development Strategic Plan

For

The Hopi Tribe
and the
Moenkopi
Developers Corporation

April 1, 2012

— ACKNOWLEDGEMENTS AND PLANNING PHILOSOPHY —

Two essential ingredients are required for a strategic planning process to work.

First, the local citizenry must be involved at a deep and personal level. Involvement must go well beyond attendance at a meeting or two. Rather it must include a significant number of engaged, capable people who are committed to the betterment of their community.

Second, the people must use an effective planning methodology.

THE PEOPLE

Planning Project Director

Eddie Calnimptewa
Moenkopi Developers Corporation

Steering Committee Members

Cliff Qotsaquahu
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The Hopi Tribe Community Planning & ED

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THE METHODOLOGY

Building Communities presents a new, fresh approach to strategic planning. Instead of starting with a demographic study and a community-based SWOT analysis, Building Communities begins by offering a menu of 25 executable strategies using the Strategy Selector Tool.

By evaluating the assets and characteristics of their community, leaders can take a very objective and systematic approach to selecting truly viable improvement strategies.

Once the strategies are selected, Building Communities presents a series of Essential Action Steps the community must take in order to efficiently and effectively implement their selected strategies.

Also, the community must organize in the right way. This is why Building Communities offers the Community Organizer Tool. The Tool enables community leaders to sharply focus their efforts to create and utilize sufficient local capacity to implement the strategies they select.

All of the above activity begins at Plan Week. Completing the Essential Action Step strategy-templates should be done within the following two weeks, and implementation activity should begin immediately thereafter.

Building Communities recommends monthly implementation meetings over the following three to five years to help ensure satisfactory progress toward goals.

TABLE OF CONTENTS

A
Building Communities
Economic Development Strategic Plan
for
The Hopi Tribe and the Moenkopi Developers Corporation (MDC)

Background

The Hopi Tribe and the Moenkopi Developers Corporation (MDC) are participants in the Northeast Arizona Sustainability Consortium (Consortium) 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 is then considered by the Consortium in the development of the 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.

Horizon and Scope of Plan

This strategic plan has a three-to-five year plan horizon, and is focused on the portion of the Hopi Tribe at the Upper Moenkopi Village. The local planning effort has been led by the Moenkopi Developers Corporation, a 501(c)(3) non-profit corporation that is assisting the Hopi Tribe with development activity at Moenkopi.

Selecting the Strategies

The Building Communities Economic Development Strategic Planning methodology employs the Strategy Selector Tool—an objective approach that prioritizes each of the 25 economic development strategies presented, based on Key Success Factors in seven categories.

Planning participants fully considered 25 community and economic development strategies plus the addition of Sustainability-Focused Development, a new strategy designed to capture development and sustainability elements consistent with the Livability Principles. The six Livability Principles include: 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, and 6) valuing communities and neighborhoods.

As detailed in this plan, a total of nine strategies were selected for advancement in this strategic plan:

- Attracting Government Funding
- Cultural Tourism
- Destination Tourism
- Energy Development
- Entrepreneurial Development
- Local/Regional Tourism
- Pass-through Visitor Services
- Sustainability-focused Development

Upon selecting the strategies, planning participants then reviewed recommended Essential Action Steps (EASs) for the implementation of the respective strategies. Sub-committees for each of the strategies were then formed, and the EASs were self-assigned to individuals within the community for implementation. For each of the EASs, the timeframe, needed resources, and performance measures were identified. This plan presents all of the EASs for each strategy.

Increasing Economic Development Capacity

A key component of implementing an Economic Development Strategic Plan is recognizing the existing and needed capacity to implement strategies. Capacity represents the human, financial, and technical resources necessary for strategy implementation.

The Building Communities strategic planning process utilizes the Community Organizer Tool to assist communities and organizations to objectively analyze their existing and desired capacity.

A total of 60 "capacity scenarios" are presented, and planning participants then identify their existing and desired capacity levels. Based upon these responses, a report is then generated prescribing recommended steps to achieve sufficient capacity for full-scale strategy implementation.

Looking to the Future

The Hopi Tribe and MDC have a clear vision for their future at the Upper Village of Moenkopi. Based upon the successful development of the Moenkopi Legacy Inn & Suites as well as the adjacent Tuuvi Travel Center and Denny's Restaurant, the stage is set for a new era of development and prosperity for the Hopi Tribe.

Located near the Grand Canyon National Park, the Upper Village of Moenkopi seeks to preserve their custom and culture, while creating a better economy for current and future generations of Hopi citizens.

This strategic planning process—and resulting plan—has had a catalytic effect on the leadership of the area. Not only does this strategic plan endorse the existing master plan for the development at Moenkopi, but it serves to connect the vision and dreams of the people to the resources necessary in order to fully implement this strategic vision.

Strategy Selector Scoring System

The Strategy Selector Tool is utilized to generate an objective assessment of the most viable economic development strategies for a given community. For this Plan, the Steering Committee considered 85 Key Success Factors and the comparative advantage that MDC has with respect to communities/counties of a similar size.

Each of the Key Success Factors were scored on a basis of 0 to 4. Where the Steering Committee determined that MDC has a significant comparative advantage vis-à-vis its competition,

Key Success Factor Categories	
Assets	Industry-specific or activity-specific conditions or dynamics that are critical to many strategies.
Capital	Business debt and equity funding as well as consistent funding for development organizations to succeed.
Expertise	The skills, connections, and abilities of local professionals.
Government	Government provides many resources—and sets the tone—for many of the business and community development activities.
Infrastructure	The land, buildings, and infrastructure necessary to advance many of the business development strategies.
Labor	The labor force and volunteers of a community.
Location	The relative proximity of communities to the marketplace.

the particular Key Success Factor was scored a 4. Where a particular Key Success Factor was determined to be relatively absent, it received a score of 0. Intermediary scores ranging from 1 to 3 were utilized for Key Success Factors in the middle of the range.

The Building Communities approach integrates the resulting Key Success Factor scores into each of the prospective 25 strategies on a weighted basis. Therefore, simply by considering the 85 Key Success Factors, strategies are ranked in terms of their viability for "likelihood to succeed".

The Steering Committee was joined by subject matter experts in the determination of the respective comparative advantage for MDC, and a resulting list of viable strategies emerged.

Eight of the 25 strategies were determined to be viable for implementation by the Steering Committee. For each of these strategies, the Steering Committee then assigned one or more individuals or organization(s) to play a lead role in strategy implementation.

STRATEGY SELECTOR RESULTS

Overview

As noted earlier, eight of the 25 strategies have been selected for implementation by MDC. These strategies include:

- Pass-through Visitor Services
- Local/Regional Tourism
- Cultural Tourism
- Attracting Government Funding
- Destination Tourism
- Energy Development
- Entrepreneurial Development
- Sustainability-focused Development

Importance of Recommendations

Building Communities provides two types of recommendations: 1) Essential Action Steps associated with the selected business and community development strategies, and 2) organizational capacity recommendations generated by the Community Organizer Tool.

Combined, these two approaches generate a substantial number of recommendations and actions that the community should take in order to successfully implement its strategy.

The results of the Community Organizer Tool, however, should only be seen as supporting recommendations. In other words, it is the Essential Action Steps that should be the primary focus, and the recommendations provided through the Community Organizer Tool should simply be seen as a "tune-up" for the respective organizations—and the community as a whole—to get the work done.

While it is recommended that the Steering Committee review the Essential Action Steps on a monthly basis, it may only be necessary to review the Community Organizer Tool recommendations on a quarterly or semi-annual basis.

STRATEGY SELECTOR RESULTS

Overall SWOT Summary

The Building Communities economic development strategic planning approach does not utilize a conventional strengths, weaknesses, opportunities, and threats (SWOT) analysis as one of the starting points for the process. Instead, Building Communities presents 85 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 upon the seven categories of Key Success Factors: assets, capital, expertise, government, infrastructure, labor, and location.

KSF Results by Category

KSF Category	Average Score
Assets	1.86
Capital	1.50
Expertise	1.57
Government	2.20
Infrastructure	1.67
Labor	2.00
Location	1.60

The table on the preceding page presents the seven categories, and the average score on a range from 0 to 4. It is instructive to examine the relative strength of each category.

In general, the KSF average-per-category scores are low. With category scores ranging from 1.5 to 2.2, this analysis provides a cautionary note that MDC has a limited number of viable strategies amongst the menu of 26 choices (including Sustainability-focused Development).

Assets

The Assets category generally presents Key Success Factors that are unique to respective strategies. For example, "availability of energy resources" is a unique Key Success Factor to the Energy Development strategy.

Scores in the Assets category are generally at the extremes. Fully 15 of the 22 KSFs scores either are 0 or 4 on the 0 to 4 point range. None of the 22 potential responses scored a 2 (average) score. This sets the stage for overall strategy scores to have a wide variance, clearly outlining the most viable (and least viable) strategies.

Capital

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

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

Key Success Factors Report: Assets

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

Key Success Factors Report: Capital

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

supported loan, loan guarantee, or credit enhancement measures designed to supplement traditional lending.

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

In general, MDC has access to large-scale capital for infrastructure and business, but other forms of needed funding (both for development projects and local staffing) is scarce or nonexistent.

Especially weak is the availability of funding for the local development operations for the Hopi Tribe and MDC. Given the aggressive development vision at the Upper Village at Moenkopi, securing local funding will be critical in the near future.

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 by a broad array of professionals in any community.

Not only should expertise be possessed by the individuals on the front lines of community and business development, but such experience is also important in various professional sectors of the local economy, in the advancement of targeted tourism and downtown development strategies, and in the ability of the professionals backing up the front-line community and business developers (city managers, public works directors, county commissioners, etc).

Scores vary widely with respect to the 23 Expertise KSFs. While expertise is generally recognized as high in the health care field, 11 of the 23 scores relevant to Expertise score either a 0 or 1.

Key Success Factors Report: Expertise

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

MDC does have emerging expertise to advance funding proposals, especially as they relate to tourism and the hospitality industry.

MDC may wish to consider partnering with regional agencies and organizations—as well as state government—to gain the level of expertise necessary to advance its aggressive development agenda.

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 enacted.

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.

Scores in the Government category generally show a strong willingness by people both in the local public as well as private sector to advance the development agenda. In general, the controllable KSFs in this category score high while the uncontrollable KSFs score low.

Key Success Factors Report: Government

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

Infrastructure

In order for communities to be attractive for many strategies, they must possess sufficient land, infrastructure, buildings, and housing for progress.

Building Communities utilizes the term infrastructure to be very broad in this context (beyond just sewer, water, and power facilities).

Scores in the Infrastructure category generally range at the extremes. Ample land exists for development opportunities for the foreseeable future—especially tourism and commercial development. Significant infrastructure challenges relate to telecommunications bandwidth, available housing, and infrastructure capacity.

Key Success Factors Report: Infrastructure

KEY SUCCESS FACTOR	SCORE
Availability of brownfield sites	4
Availability of local land, buildings, and infrastructure	4
Land/Buildings/Campus for education development	4
High-speed telecommunications	2
Adequate telecommunications bandwidth	1
Adequate housing for labor force	0
Availability of industrial-zoned land	0
Excess water and sewer infrastructure capacity	0
Proximity to transmission lines with excess capacity	0

Labor

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

Key Success Factors Report: Labor

KEY SUCCESS FACTOR	SCORE
Available local labor force	2

In general, the labor force is ranked as average. Significant new opportunities have emerged for the Hopi workforce due to the development of the Moenkopi Legacy Inn & Suites and associated commercial and tourism developments. Virtually all of the labor force positions have been filled by the Native American workforce.

Location

The location of the community itself is of great significance to many strategies. Communities that are strategically located, for example, to provide access to markets have a comparative advantage to relatively isolated communities.

Key Success Factors Report: Location

KEY SUCCESS FACTOR	SCORE
Prospect of an expanded geographic market for health care	4
Proximity and access to markets	2
Advantageous location for government or education expansion	1
Strategic location for distribution centers	1
Proximity to scheduled air service	0

Although it is generally agreed that the advances in telecommunications capacity allow business activity to be conducted from anywhere, for many strategies the specific location of the community is still paramount.

In general, MDC and the Hopi Tribe is challenged by its relative isolation. Scores in the Location category generally rank at average or below.

Presentation of Selected Strategies

Ultimately, the Steering Committee recommends the advancement of eight strategies to enhance the economic condition and overall quality-of-life at Moenkopi.

Each strategy is listed and described on the pages that follow. In addition, the overall objective of the strategy is presented as well as the results of the Strategy Selector Tool. Finally, a series of Essential Action Steps are presented in the form of a To-Do List Matrix which forms the action plan for the implementation for the overall strategy.

Right below the name of the strategy is a bar that presents two figures—**Score** and **Rank**:

Score - "Score" represents the overall score on a basis of 100 points. A score, for example, of 89.2 means that the particular strategy tallied this score on a weighted average of its respective Key Success Factors. In other words, the weighted average was 89.2% of a perfect score of 4. Any score of 85 or higher represents a strategy that is highly recommended for advancement. Any score of 70 to 84 represents a strategy that should be seriously considered for advancement.

Rank - The number next to the word "rank" represents the overall ranking of the respective strategies as determined by the Stratetgy Selector Tool, based on the weighted results of the various Key Success Factors.

MDC SELECTED STRATEGIES

The strategies that have been selected for implementation are presented in their order of prioritization, based on the results of the Strategy Selector Tool, followed by recommendations for implementation:

- Pass-through Visitor Services
- Local/Regional Tourism
- Cultural Tourism
- Attracting Government Funding
- Destination Tourism
- Energy Development
- Entrepreneurial Development
- Sustainability-focused Development*

Unlike the other 25 Building Communities Strategies, Sustainability-Focused Development (SFD) does not use the Key Success Factor Test to score the strategy. Rather, communities review each of the 11 SFD options, and determine whether or not to implement one of more specific strategy options in the SFD framework.

Strategies Not Selected:

- Business Recruitment
- Business Retention & Expansion
- Business Cultivation
- Education Development
- Environmental Restoration
- Transportation Distribution Center
- Leading Edge Development
- Value-added Agriculture
- Value-added Forest Products

- Value-added Fisheries
- Value-added Mining
- Downtown Development
- Health Care
- Bedroom Community
- Infrastructure Development
- Attracting Retirees
- Attracting Lone Eagles
- Attracting Government Jobs

RECOMMENDATIONS FOR IMPLEMENTATION

MDC has formed a very engaged Steering Committee for the purposes of identifying its viable strategies and assigning its Essential Action Steps. It is strongly recommended that this Steering Committee remain functional for at least three years to implement the respective strategies.

In general, the Steering Committee should meet monthly, and hear reports from its respective members as to the progress (or lack thereof) 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, either: 1) completion of the step should be noted, 2) progress should be noted, 3) efforts to re-start 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 in terms of strategy implementation.

🏍 PASS-THROUGH VISITOR SERVICES

Score: 85 | Rank: 1

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

Brief Overview of Strategy Selection

The highest scoring of all strategies, the Upper Village has significant opportunities to successfully implement their Pass-Through Visitor Services strategy.

Proximity to America's second most well-attended National Park (the Grand Canyon), combined with the development of The Moenkopi Legacy Inn and Suites (and new Denny's restaurant and Tuuvi Travel Center) creates a "game changing" possibility for the creation of jobs on the Hopi reservation.

The master plan being advanced by the Moenkopi Developer's Corporation sets a high standard for how the tremendous history and culture of the Hopi Tribe will be represented to travelers (as well as local residents).

Strategy Selector Findings

Proximity to travel routes coming to and from the Grand Canyon National Park presents a significant opportunity for continued growth of the visitor industry in the region. An increasing local focus on attracting visitor expenditures bodes well for the growth of this tourism sector.

Pass-through Visitor Services KSF Scores

KEY SUCCESS FACTOR	SCORE
Proximity to travel routes	4
Local focus on revenues from visitors	3
Available local labor force	2

Essential Action Steps – Overview

Essential Actions Steps:

1. Determine the extent of visitor expenditures by transient (not destination) travelers
2. Consider the availability of land and appropriate zoning for expanded business activity
3. Meet with businesses benefiting from such transient travel about their business activity, trends, and needs
4. Foster the expansion of existing businesses benefiting from such visitor expenditures
5. Consider promotional measures designed to capture an increased percentage of the transient visitor expenditure market

Essential Action Steps – Detail on the following pages.

Strategy: **Pass-through Visitor Services**

Meet with businesses benefiting from such transient travel about their business activity, trends, and needs (Organization)		

Lead Organization: MLI/MDC **Phone:** 928-283-4500

Lead Contact: MLI Sales & Marketing Department **Email:** jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Meet with Travel Center Retail Operators

2. MLI and MLI Gift Shop

3. Future Local Farmers Market

4. Dennys, Tuuvi Cafe, Senior Center,

Financial Resources: Travel

Human Resources: MLI Sales & Marketing Department

Technical Resources: AZ Communications

Performance Measures: Meet with all local businesses listed

Foster the expansion of existing businesses benefiting from such visitor expenditures (Organization)		

Lead Organization: MLI/MDC **Phone:** 928-283-4500

Lead Contact: MLI Marketing **Email:** jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Tour Guides that includes gifts shops, sites and foods ie itinerary

2. Supporting tourism resolution guidelines passed based on tour blueprint

3. Create marketplace for high volume confirmed visits

4. Create an annual event

Financial Resources: None

Human Resources: James Surveyor/Amy Butler

Technical Resources: Internet/PC

Performance Measures: Execution

Strategy: **Pass-through Visitor Services**

Consider promotional measures designed to capture an increased percentage of the transient visitor expenditure market (Organization)		

Lead Organization: MLI/MDC   **Phone:** 928-283-4500

Lead Contact: James Surveyor   **Email:** jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Design marketplace for overcrowding and expansion

2. generate newsletter for MLI events to invite and correlate local artist business

3. Market tourist in foreign areas. ie brochures in French, Spanish, etc.

4. Create annual marketplace committee. ie bazaars, etc..

Financial Resources: Budget for Marketing materials , Travel

Human Resources: James Surveyor/Amy Butler

Technical Resources: Internet/PC/Photoshop

Performance Measures: Execution/Promotion

Determine the extent of visitor expenditures by transient (not destination) travelers (Planning)		

Lead Organization: MLI/MDC   **Phone:** 928-283-4500

Lead Contact: James Surveyor   **Email:** jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Consult AOT

2. Consult NAU programs affiliated with Tourism

3.

4.

Financial Resources: Travel

Human Resources: James Surveyor/Amy Butler

Technical Resources: Internet/PC

Performance Measures: Consultation Completed

Strategy: **Pass-through Visitor Services**

Consider the availability of land and appropriate zoning for expanded business activity (Planning)

Lead Organization: MLI/MDC   **Phone:** 928-283-4500

Lead Contact: Eddie Calnimptewa   **Email:** ecalnimptewa@hotmail.com

Tasks: **Date:**

1. Masterplan already in place
2.
3.
4.

Financial Resources: None

Human Resources: Eddie Calnimptewa, James Surveyor, Amy Butler

Technical Resources: Internet/PC

Performance Measures: N/A

Implement signage and media campaign (Execution)

Lead Organization: MLI/MDC   **Phone:** 928-283-4500

Lead Contact: James Surveyor   **Email:** jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Monument signs at sites. Logo marque
2. Website
3. Brochures
4. Networking

Financial Resources: Marketing materials, Travel

Human Resources: James Surveyor/Amy Butler

Technical Resources: Internet/PC/Photoshop/AZ Communications

Performance Measures: Execution

Strategy: **Pass-through Visitor Services**

Implement a hospitality-training program (Execution)

Lead Organization: MLI/MDC

Phone: 928-283-4500

Lead Contact: James Surveyor

Email: jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Develop local training program including local culture.

2. Contact senior center, Hopi community members hospitality training committee

3.

4.

Financial Resources: Facilities, Training materials

Human Resources: James Surveyor/Amy Butler

Technical Resources: Internet/PC

Performance Measures:

✈ LOCAL/REGIONAL TOURISM

Score: 73 | Rank: 5

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.

Brief Overview of Strategy Selection

The history and culture of the Hopi Tribe provides a significant opportunity for celebration. Such celebration activities can bolster the spirit of the Tribe, and draw local and regional visitors.

An overall increase in the capacity of the Tribe to coordinate events and promote itself can increase the impact of local and regional tourism activity.

Strategy Selector Findings

Widespread support for Local/Regional Tourism combined with fascinating local visitor attractions and increased sophistication in marketing supports the selection of this strategy. The establishment of a marketing and public relations budget will be necessary to achieve implementation success.

Local/Regional Tourism KSF Scores

KEY SUCCESS FACTOR	SCORE
Local recreational and visitor attractions	4
Relative sophistication in coordinating and marketing	3
Strong community support	3
Sufficient marketing, promotion, or public relations budget	0

Essential Action Steps – Overview

Essential Actions Steps:

1. Develop/support local tourism advocacy organization (visitor and convention bureau)
2. Coordinate between local government and local tourism industry advocates
3. Inventory local/regional visitor attractions
4. Determine if existing visitor expenditure patterns are above or below average per capita
5. Determine the regional market to be captured in terms of tourism promotion
6. Develop a regional tourism marketing plan
7. Consider investments in tourism product development
8. Establish, fund, and implement a tourism marketing/promotion plan

Essential Action Steps – Detail on the following pages.

Strategy: **Local/Regional Tourism**

Develop/support local tourism advocacy organization (visitor and convention bureau) (Organization)

Lead Organization: Steering Committee

Lead Contact: James Surveyor/Amy Butler

Phone: 928-283-4500

Email: jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Organize business structure of Steering Committee
2. Create, submit, pass village resolution for appointing authority to SC
3. Operating public awareness, ie iternet, advertising
4. Need to establish organizations financial sustainability

Financial Resources: Travel

Human Resources: Existing steering committee

Technical Resources: Mike Finney, AOT, Steering Comm.

Performance Measures: Website, Splash page,

Coordinate between local government and local tourism industry advocates (Organization)

Lead Organization: Steering Committee

Lead Contact: James Surveyor/Amy Butler

Phone: 928-283-4500

Email: jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Contact Sipolivi, AOT
2. Establish VCB status, connections. Meet state requirements.CVB standards. Hopi tribe
3. Establish a network of similar organizations for advocacy of local and regional orgs.
4. Recruiting supportive orgs to support goals of VCB to create a destination

Financial Resources: Travel

Human Resources: Sipaulovi, AOT, VCB, Hopi Tribe(Hopi EDC/ Revenue), SC

Technical Resources: Steering Committee, Mike Finney,

Performance Measures: Est. of VCB/DMO

Strategy: **Local/Regional Tourism**

Inventory local/regional visitor attractions (Planning)

Lead Organization: Steering Committee   **Phone:** 928-283-4500

Lead Contact: James Surveyor/Amy Butler   **Email:** jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Generate a blueprint for attractions in Moenkopi
2. Create blueprint for Hopi tribe attractions
3. Blueprint for regional attractions ie, Northeastern Az
4. Create brochures, monthly calendar of events tour dates/ times, Maps, Multi Media

Financial Resources: Marketing materials

Human Resources: James Surveyor/Amy Butler

Technical Resources: Internet, PC, AZ Communications

Performance Measures: Execution

Determine if existing visitor expenditure patterns are above or below average per capita (Planning)

Lead Organization: Steering Committee   **Phone:** 928-283-4500

Lead Contact: James Surveyor/Amy Butler   **Email:** jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Contact AOT, CVB
2. Contact Finney to obtain info. Flagstaff/ NAU, Grand Canyon
3. Contact MV visitor center
4.

Financial Resources: None

Human Resources: James Surveyor/Amy Butler

Technical Resources: Internet, PC,Phone

Performance Measures: Execution

Strategy: **Local/Regional Tourism**

Determine the regional market to be captured in terms of tourism promotion (Planning)

Lead Organization: Steering Committee

Phone: 928-283-4500

Lead Contact: James Surveyor/Amy Butler

Email: jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Contact NAU, AOT

2. #1 Destination for Southern Cali is AZ

3. Target Southern AZ.

4. Target France.

Financial Resources: Marekting materials

Human Resources: James Surveyor/Amy Butler

Technical Resources: Internet, PC, Phone

Performance Measures: Execution

Develop a regional tourism marketing plan (Planning)

Lead Organization: Steering Committee

Phone: 928-283-4500

Lead Contact: James Surveyor/Amy Butler

Email: jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Analyze all data and generate plan.

2. Translate tourism media, brochure to US embassy for translations

3. Website/ multi-media tracking/ google analytics

4. Promotional ideas, partner with local targeted areas/consultants

Financial Resources: Marketing materials, IT services

Human Resources: James Surveyor/Amy Butler/AZ Communications

Technical Resources: Internet, PC, Website

Performance Measures: Execution

Strategy: **Local/Regional Tourism**

Consider investments in tourism product development (Execution)

Lead Organization: Steering Committee   **Phone:** 928-283-4500

Lead Contact: James Surveyor/Amy Butler   **Email:** jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Hopi Centennial best fest (Hopi Revenue Lead)

2. Local org tour guide development/ Consult with Micah Lomaomvaya

3. Information - Monument signs ie News Paper Rock, springs, etc. Local clean up

4. Develop a fee and non-fee tour packet

Financial Resources: Marketing/Development materials

Human Resources: James Surveyor, Amy Butler, Micah Lomaomvaya

Technical Resources: Internet, PC,

Performance Measures: Completion of marketing/development materials

Establish, fund, and implement a tourism marketing/promotion plan (Execution)

Lead Organization: Steering Committee   **Phone:** 928-283-4500

Lead Contact: James Surveyor/Amy Butler   **Email:** jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Develop budget plan

2. Explore funding ops, ie., rural dev, AOT, other tribes, etc..

3. Partner with other Tribal Orgs to collaborate plan.

4.

Financial Resources: None

Human Resources: James Surveyor/Amy Butler

Technical Resources: Internet, PC, Phone

Performance Measures: Development of funding plan and completed application of available funding opportunities

⬢ CULTURAL TOURISM

Score: 70 | Rank: 6

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.

Brief Overview of Strategy Selection

For centuries, the Hopi Tribe has developed and displayed true authenticity in all aspects of life including food, dance, spirituality, art, performing art, and other aspects of culture. Travelers seeking to experience this authentic culture now benefit from the availability of first-rate lodging and meeting facilities. The build-out of the development plan for the Upper Village will further offer a venue for the celebration of cultural tourism.

Strategy Selector Findings

Key Success Factor strengths supporting the selection of this strategy include the existing plans to fully build-out the master plan at Upper Moenkopi Village and the ability of the local community to form an advocacy group in support of cultural tourism. Similar to other tourism strategies, the availability of funding for advertising and public relations remains a short-term challenge.

Cultural Tourism KSF Scores

KEY SUCCESS FACTOR	SCORE
Existing or prospective cultural attraction	4
Cultural development and advocacy organization	3
Available local labor force	2
Sufficient marketing, promotion, or public relations budget	0

Essential Action Steps – Overview

Essential Actions Steps:

1. Coordinate between local government and local tourism industry advocates
2. Examine the community for existing cultural attractions already drawing visitors from beyond 300 miles
3. Consider establishment of a new cultural attraction based upon unique community characteristics
4. Understand and support the needs of the existing cultural attraction(s) to ensure sustainability
5. Advance fundraising and grant seeking efforts designed to maintain cutting-edge cultural attraction(s)
6. Aggressively market attraction to target market

Essential Action Steps – Detail on the following two (2) pages.

Strategy: **Cultural Tourism**

Coordinate between local government and local tourism industry advocates (Organization)

Lead Organization: MLI/MDC   **Phone:** 928-283-4500

Lead Contact: James Surveyor   **Email:** jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Coordinate tourism advocacy between MLI, and local/regional tourism advocates
2. Maintain consistent communication with local tourism advocates
3. Participate in local, regional and state tourism industry opportunities
4.

Financial Resources:	Travel, Meals
Human Resources:	James Surveyor, Amy Butler
Technical Resources:	Internet, newsletter, PC
Performance Measures:	Execution

Examine the community for existing cultural attractions already drawing visitors from beyond 300 miles (Planning)

Lead Organization: MLI   **Phone:** 928-283-4500

Lead Contact: Amy Butler   **Email:** amybutler@experiencehopi.com

Tasks: **Date:**

1. Consult tour guide operators (review old notes)   July 1, 2011
2. Consult cultural preservation office   July 1, 2011
3.
4.

Financial Resources:	$200 travel stipend;
Human Resources:	Amy Butler and James Surveyor
Technical Resources:	N/A
Performance Measures:	Listing of cultural attractions

Strategy: **Cultural Tourism**

Consider establishment of a new cultural attraction based upon unique community characteristics (Planning)		

Lead Organization: MLI/MDC **Phone:** 928-283-4500

Lead Contact: James Surveyor/Amy Butler **Email:** jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Consult MDC Masterplan regarding museum development

2.

3.

4.

Financial Resources: None

Human Resources: James Surveyor/Amy Butler

Technical Resources: Internet, PC

Performance Measures: Execution

Understand and support the needs of the existing cultural attraction(s) to ensure sustainability (Execution)		

Lead Organization: MLI/MDC **Phone:** 928-283-4500

Lead Contact: James Surveyor/Amy Butler **Email:** jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Research additional tourism attractions

2.

3.

4.

Financial Resources: None

Human Resources: James Surveyor/Amy Butler

Technical Resources: Internet, PC

Performance Measures: Execution

🏛 ATTRACTING GOVERNMENT FUNDING

Score: 58 | Rank: 9

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.

Brief Overview of Strategy Selection

The one-two punch of: 1) a community-supported, broad-based visionary development plan, and 2) tribal status provides the Hopi Tribe with a significant competitive advantage to attract foundation, state, and federal funding. By participating in the activities of the Northeast Arizona Sustainability Consortium, the Hopi Tribe has gained Preferred Sustainability Status, and thus will receive extra points on federal grant programs associated with the sustainability planning effort.

The Hopi Tribe, through Moenkopi Developer's Cooperation, has identified a series of project elements within its master plan that could gain funding from outside funders. The continued focus on professionalism and sustainability will allow the Tribe to compete extraordinarily well to increase the amount of funding available for project development.

Strategy Selector Findings

Increased local sophistication on developing and packaging a government funding proposal combined with local community support brings this strategy to a high place on the overall list. Shrinking state and federal budgets will increasingly challenge the viability of this strategy. Nonetheless, the combination of tribal status and visionary local planning should make future funding proposals highly competitive.

Attracting Government Funding KSF Scores

KEY SUCCESS FACTOR	SCORE
Local ability to identify and advance a funding proposal	3
Strong community support	3
Availability of appropriated funds	2
Strong state and/or federal legislative delegation	1

Essential Action Steps – Overview

Essential Actions Steps:

1. Facilitate community-wide planning session to determine opportunities and priorities
2. Research projects, issues, and initiatives capable of attracting state and federal funding
3. Understand priorities of appropriators
4. Collaborate with state and federal Legislators/Members of Congress
5. Promote appropriations wish list at the state and federal level
6. Maintain and consistently promote a state and federal appropriations request list

Essential Action Steps – Detail on the following pages.

Strategy: **Attracting Government Funding**

Facilitate community-wide planning session to determine opportunities and priorities (Organization)

Lead Organization: MDC **Phone:** 928-283-4500

Lead Contact: Randy Wolff **Email:** randy@experiencehopi.com

Tasks: **Date:**

1. Contact MDC/UVM/Hopi Tribe for Resolutions

2. Contact Mandy Metzger (Dist. IV) and Lena Fowler (Dist. V) supervisors

3. Contact State Deprs. Of Commerce, AOT, ADOT, and Agriculture

4. Meeet with above with community

Financial Resources:	$200.00
Human Resources:	Randy and Ronalyn
Technical Resources:	Internet
Performance Measures:	Have community meeting

Research projects, issues, and initiatives capable of attracting state and federal funding (Planning)

Lead Organization: MDC **Phone:** 928-283-4500

Lead Contact: Ronalyn Outie-Rios **Email:** r.outie_rios@yahoo.com

Tasks: **Date:**

1. Funding for new land development survey for FONSI

2. Funding for Solar, etc. and waste water reuse

3. UVM/MDC/Tribe resolutions of support of funding efforts

4. Set rules of use post project completion

Financial Resources:	0
Human Resources:	Ronalyn and Randy
Technical Resources:	
Performance Measures:	Resolutions and rules

Strategy: **Attracting Government Funding**

Understand priorities of appropriators (Planning)

Lead Organization: MDC   **Phone:** 928-283-4500

Lead Contact: Randy Wolff   **Email:** randy@experiencehopi.com

Tasks: **Date:**

1. Question funders on their top projects

2. Get timelines to move our projects up their lists

3. Find political aids to meet with on our projects

4.

Financial Resources: $500.00

Human Resources: Randy and Ronalyn

Technical Resources: Internet

Performance Measures: Meetings and lists

Collaborate with state and federal Legislators/Members of Congress (Execution)

Lead Organization: MDC   **Phone:** 928-283-4500

Lead Contact: Ronalyn Outie-Rios   **Email:** r.outie_rios@yahoo.com

Tasks: **Date:**

1. Convince Gov. sources of our needs (EPA)

2. Find places to add our needs in spending bills

3. Obtain UVM and MDC funds to use

4.

Financial Resources: 0

Human Resources: Ronalyn and Randy

Technical Resources: Internet

Performance Measures: Develop list of sources of funds

Strategy: **Attracting Government Funding**

Promote appropriations wish list at the state and federal level (Execution)		
Lead Organization: MDC	**Phone:**	928-283-4500
Lead Contact: Randy Wolff	**Email:**	randy@experiencehopi.com

Tasks: **Date:**

1. Lobby Gov. elected officials and agency people
2. Advertise our problems and projects by contacting news outlets
3. Develop a White paper on UVM needs, plans and efforts to send to Gov.
4. Keep UVM and MDC up to date

Financial Resources:	$1,500.00
Human Resources	Randy and Ronalyn
Technical Resources:	White paper writer
Performance Measures:	White paper

Maintain and consistently promote a state and federal appropriations request list (Execution)		
Lead Organization: MDC	**Phone:**	928-283-4500
Lead Contact: Ronalyn Outie-Rios	**Email:**	r.outie_rios@yahoo.com

Tasks: **Date:**

1. Official list of contacts
2. Schedule of times to contact
3. UVM participation in lobbying and continued support
4. Project progress reporting

Financial Resources:	0
Human Resources:	Ronalyn and Randy
Technical Resources:	0
Performance Measures:	Project reporting

DESTINATION TOURISM

Score: 58 | Rank: 10

Summary

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

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

Still other communities are able to build new facilities and attractions that position the community to attract travelers from hundreds—if not thousands—of miles away. Destination travelers tend to expend more discretionary income every day than pass-through travelers. As such, destination travel is a more significant contributor to local economies.

Brief Overview of Strategy Selection

Situated on the Colorado Plateau, and adjacent to the Grand Canyon, the Hopi Reservation is in the center of visitor destinations that draw a world-wide audience.

Tour operators as well as independent travelers are constantly looking for new experiences and destinations for the traveling public. The continued investment in high-quality facilities will increasingly draw destination travelers for extended stays.

Strategy Selector Findings

The most obvious factor supporting the selection of this strategy is due to proximity to the Grand Canyon National Park. In addition, there is strong community and governmental support for tourism development. Significant challenges to strategy implementation include proximity to scheduled air service, the availability of the local housing market for a growing labor force, and the availability of funding for public relations and marketing.

Destination Tourism KSF Scores

KEY SUCCESS FACTOR	SCORE
Local government support	4
Proximity to nationally-recognized attractions	4
Community acceptance of the visitor industry	3
Available local labor force	2
Sophisticated tourism development & promotion	1
Adequate housing for labor force	0
Proximity to scheduled air service	0
Sufficient marketing, promotion, or public relations budget	0

Essential Action Steps – Overview

Essential Actions Steps:

1. Coordinate between local government and the local visitor industry advocacy organization to determine feasibility
2. Establish, support, and/or expand an existing organization dedicated to tourism marketing and promotion
3. Inventory destination visitor attractions (natural or man-made) within the region
4. Critically evaluate if the visitor attraction truly is a destination for travelers beyond 300 miles
5. Examine the existing ability of the community to capitalize on the visitor industry
6. Examine existing business capacity to serve the visitor industry (lodging rooms, RV parks, restaurants, cultural amenities, etc.)
7. Examine the pros and cons of capturing a greater percentage of destination travel expenditures
8. Consider developing additional or complementary destination visitor attractions
9. Create, fund, and execute a tourism marketing plan

Essential Action Steps – Detail on the following pages.

Strategy: **Destination Tourism**

Coordinate between local government and the local visitor industry advocacy organization to determine feasibility - (Organization)

Lead Organization: MLI/MDC

Phone: 928-283-4500

Lead Contact: James Surveyor

Email: jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Complete tourism policy for submission and approval by UVM council
2. Consult AOT, Grand Circle, and AZ Media Rocks to determine feasibility
3.
4.

Financial Resources: Travel/Mileage

Human Resources: James Surveyor/Amy Butler

Technical Resources: None

Performance Measures: Tourism policy completed and approved

Establish, support, and/or expand an existing organization dedicated to tourism marketing and promotion - (Organization)

Lead Organization: MLI/MDC

Phone: 928-283-4500

Lead Contact: James Surveyor

Email: jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Submit recommendation to UVM that MLI be designated as the dedicated tourism org.
2. Establish operational budget & procedures
3.
4.

Financial Resources: Established budget

Human Resources: James Surveyor/Amy Butler

Technical Resources: Sipaulovi Tourism policy Outline

Performance Measures: Establishment of budget and designation by UVM as a marketing and promotional organization dedicated to tourism

Strategy: **Destination Tourism**

Inventory destination visitor attractions (natural or man-made) within the region (Planning)		

Lead Organization: MLI/MDC | **Phone:** 928-283-4500

Lead Contact: James Surveyor | **Email:** jamessurveyor@experiencehopi.com

Tasks: | **Date:**

1. Compile list of local/regional attractions
2. Compile list of local/regional State Parks
3. Compile list of local/regional National Parks
4.

Financial Resources:	None
Human Resources:	James Surveyor/Amy Butler
Technical Resources:	Internet/PC
Performance Measures:	A completed, alphabetized list

Critically evaluate if the visitor attraction truly is a destination for travelers beyond 300 miles (Planning)		

Lead Organization: MLI/MDC | **Phone:** 928-283-4500

Lead Contact: James Surveyor | **Email:** jamessurveyor@experiencehopi.com

Tasks: | **Date:**

1. Review Lodging
2. Review Local Services
3. Review available outdoor/indoor activities
4.

Financial Resources:	None
Human Resources:	James Surveyor/Amy Butler
Technical Resources:	Internet/PC
Performance Measures:	Destination Determination

Strategy: **Destination Tourism**

Examine the existing ability of the community to capitalize on the visitor industry (Planning)

| **Lead Organization:** MLI/MDC | **Phone:** 928-283-4500 |
| **Lead Contact:** James Surveyor | **Email:** jamessurveyor@experiencehopi.com |

Tasks: **Date:**

1. Moenkopi Legacy Inn & Suites (Hotels)

2. Travel Center (Gas Stations/Travel Stations)

3. Denny's, Tuuvi Café (Restaurants)

4. Assess needs:Visitor's Center, RV Park, Museum, etc.,

Financial Resources:	None
Human Resources:	James Surveyor/Amy Butler
Technical Resources:	Internet/PC
Performance Measures:	Completed Review

Examine existing business capacity to serve the visitor industry (lodging rooms, RV parks, restaurants, cultural amenities, etc.) - (Planning)

| **Lead Organization:** MLI/MDC | **Phone:** 928-283-4500 |
| **Lead Contact:** James Surveyor | **Email:** jamessurveyor@experiencehopi.com |

Tasks: **Date:**

1. Review MDC Masterplan

2.

3.

4.

Financial Resources:	None
Human Resources:	James Surveyor/Amy Butler
Technical Resources:	Internet/PC
Performance Measures:	Completed Review

Strategy: **Destination Tourism**

Examine the pros and cons of capturing a greater percentage of destination travel expenditures - (Planning)

Lead Organization: MLI/MDC   **Phone:** 928-283-4500

Lead Contact: James Surveyor   **Email:** jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Compile a list of pros

2. Compile a list of cons

3.

4.

Financial Resources: None

Human Resources: James Surveyor/Amy Butler

Technical Resources: Internet/PC

Performance Measures: Completed Pros and Cons listing

Consider developing additional or complementary destination visitor attractions (Planning)

Lead Organization: MLI/MDC   **Phone:** 928-283-4500

Lead Contact: James Surveyor   **Email:** jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Review Possible development of Museum(MDC Masterplan)

2. Review Possible development of a Visitor's Center (MDC Masterplan)

3. Review development of Asphalt Farm(MDC Masterplan)

4.

Financial Resources: None

Human Resources: James Surveyor/Amy Butler

Technical Resources: Internet/PC

Performance Measures: Completed Reviews

Strategy: **Destination Tourism**

Create, fund, and execute a tourism marketing plan (Execution)

Lead Organization: MLI/MDC

Phone: 928-283-4500

Lead Contact: James Surveyor

Email: jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Create Statement of Purpose

2.

3.

4.

Financial Resources: None

Human Resources: James Surveyor/Amy Butler

Technical Resources: Internet/PC/Website

Performance Measures: Execution/Web Promotion

⚙ ENERGY DEVELOPMENT

Score: 54 | Rank: 11

Summary

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

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

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

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

Brief Overview of Strategy Selection

Through the leadership of the Moenkopi Developer's Corporation, significant interest exists in advancing one or more energy development projects that help with tribal energy sustainability. Such projects could provide a financial spin-off for continued development activity.

The Hopi Tribe should critically examine the viability of one or more opportunities before investing significant funds in project development.

Through the support of the Northeast Arizona Sustainability Consortium, the Hopi Tribe will have access to increased expertise to perform the feasibility analysis necessary for various energy development pursuits.

Strategy Selector Findings

This strategy scored relatively high due to strong local government support and perceived assess to large-scale capital. The availability of energy resources (especially solar and wind) adds to the potential viability of this strategy. Significant expertise must be gained by networking with energy professionals in order to totally understand the viability and development challenges to this strategy.

Energy Development KSF Scores

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

Essential Action Steps – Overview

Essential Actions Steps:

1. Convene with state and federal energy experts to determine energy demand, pricing, and profitability potential.
2. Investigate energy incentives and any effects of renewable portfolio standards.
3. Inventory availability of energy resources (coal, natural gas, wind, hydropower, geothermal, solar, and others).
4. Identify local transmission capacity (excess capacity and any plans for transmission upgrades).
5. Evaluate the possibility of existing businesses or utilities becoming energy developers.
6. Identify outside companies with energy development interests within the region.
7. Promote the community as interested in job creation through energy development.

Essential Action Steps – Detail on the following pages.

Strategy: **Energy Development**

Convene with state and federal energy experts to determine energy demand, pricing, and profitability potential (Organization)

Lead Organization: MDC

Phone:

Lead Contact: Sam Shingoitewa, Jr

Email: srshingoitewa@gmail.com

Tasks: **Date:**

1. Contact local and regional entities

2. Determine which "Green Energy" is best for area

3. Establish contact point within agency

4.

Financial Resources: $200- depending on location of contacts

Human Resources: Samuel Shingoitewa / Governor Charley (when possible)

Technical Resources: Studies from contact companies.

Performance Measures: To be determined once contact with resources has been established

Investigate energy incentives and any effects of renewable portfolio standards (Planning)

Lead Organization: MDC

Phone:

Lead Contact: Sam Shingoitewa, Jr

Email: srshingoitewa@gmail.com

Tasks: **Date:**

1. Determine which resource would most viable to our area

2. How will incentives benefit project

3. What are the current incentives if any

4.

Financial Resources: Funds for travel if any for research

Human Resources: Sam Shingoitewa, Jr / Governor Charley

Technical Resources: Information from contact points

Performance Measures: Determined by incentives and standards that are established

Strategy: **Energy Development**

Inventory availability of energy resources (coal, natural gas, wind, hydropower, biomass, geothermal, solar, and others) – (Planning)

Lead Organization: MDC

Phone:

Lead Contact: Sam Shingoitewa, Jr

Email: srshingoitewa@gmail.com

Tasks: **Date:**

1. Which resources is most available for further development

2. Which can be developed quickly within a 2 – 5 yr time frame

3.

4.

Financial Resources: $200 for initial contact, setup meetings, etc.

Human Resources: Sam Shingoitewa, Jr / Governor Charley

Technical Resources: Information from companies

Performance Measures: Determined by feasibility of resource

Identify local transmission capacity (excess capacity and any plans for transmission upgrades) – (Planning)

Lead Organization: MDC

Phone:

Lead Contact: Sam Shingoitewa, Jr.

Email: srshingoitewa@gmail.com

Tasks: **Date:**

1. Determine capacity with local companies

2. Will need for excess be viable to company

3. What are potential upgrade cost

4.

Financial Resources: Travel funds for meetings

Human Resources: Sam Shingoitewa, Jr / Governor Charley, board members

Technical Resources: Information provided from companies

Performance Measures: Determined by feasibility of projects

Strategy: **Energy Development**

Evaluate the possibility of existing businesses or utilities becoming energy developers (Planning)

Lead Organization: MDC

Phone:

Lead Contact: Sam Shingoitewa, Jr.

Email: srshingoitewa@gmail.com

Tasks: **Date:**

1. Determine any possibility of energy development from WW Treatment plant

2. Initiate possibility of new business with energy development

3.

4.

Financial Resources: Funds will be dependent on location of initial mtg.

Human Resources: Sam Shingoitewa, Jr / Governor Charley, Board members

Technical Resources: Information provided by company

Performance Measures: Determined by feasibility of project

Identify outside companies with energy development interests within the region (Planning)

Lead Organization: MDC

Phone:

Lead Contact: Sam Shingoitewa, Jr.

Email: srshingoitewa@gmail.com

Tasks: **Date:**

1. Local companies, APS, NTUA

2. Regional interest WAPA, Coconino County

3. Federal Interest USDA, EPA, HUD

4. Other outside entities interested in renewable energy development.

Financial Resources: Funding will increase as interest begins to gain

Human Resources: Eventually more members from MDC and UVM will become more involved

Technical Resources: More in-depth resources will become available that are suited for our area, studies.

Performance Measures: Will be determined by outcome of planning and execution of project

Strategy: **Energy Development**

Promote the community as interested in job creation through energy development (Execution)		
Lead Organization: MDC		**Phone:**
Lead Contact: Sam Shingoitewa, Jr.		**Email:** srshingoitewa@gmail.com

Tasks: **Date:**

1. Support of local residents and community

2. Emphasize growth potential of job force

3. Increased growth of economic base compared to other villages

4. Development leads to more funding opportunities for community and residents

Financial Resources: Funds should be well established at this point

Human Resources: Provided by community and company involved

Technical Resources: Provided by energy resource that is being implemented

Performance Measures: Determined by community and outcome of completed project.

💡 ENTREPRENEURIAL DEVELOPMENT

Score: 53 | Rank: 12

Summary

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

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

Often referred to as microenterprise development, many tried-and-true programs exist to assist businesses with access to capital, resources for labor force improvement, business coaching, and/or partnerships by local educational institutions (on all levels).

To foster entrepreneurial development is to capture the hopes and abilities of the citizenry of a community. Many people have an innate instinct to capture the power of new ideas, services, and products. Communities that create a positive and nurturing climate for such activity can create dozens of jobs-frequently one job at a time.

Brief Overview of Strategy Selection

It is estimated that over 40% of the HOPI people are artisans. That is, many Hopi residents utilize their time and talent to produce one or more forms of art celebrating the history and culture of the Hopi Tribe. The high demand by the general public of quality Native American products, coupled with the power of internet marketing, gives the Hopi Tribe unprecedented economic opportunities to benefit from the entrepreneurial artistic nature of their people.

Strategy Selector Findings

This strategy is attractive for implementation due to a positive local pro-business climate and a significant number of local residents (especially artisans) that are entrepreneurial in nature. Existing local mentoring expertise is in place, and willing to provide coordinated assistance to prospective entrepreneurs. The availability of small business financing and local post-secondary training will remain a short-term challenge for this strategy.

Entrepreneurial Development KSF Scores

KEY SUCCESS FACTOR	SCORE
Local pro-business climate	4
Sufficient local entrepreneurial base	3
Dedicated business coaching staff	2
High-speed telecommunications	2
Access to small business financing	1
Supportive post-secondary education training program	1

Essential Action Steps – Overview

Essential Actions Steps:

1. Create a communication network linking entrepreneurial development service providers.
2. Inventory local resources for start-up businesses for business finance, workforce training, and business planning.
3. Explore the establishment of a business incubator.
4. Establish a part-time or full-time position dedicated to business coaching.
5. Approach agencies through both the executive and legislative branches related to locating in community.
6. Adjust strategy based upon successes, failures, and changes amongst agencies.

Essential Action Steps – Detail on the following pages.

Strategy: **Entrepreneurial Development**

Create a new organization—or expand the functionality of an existing organization—to foster entrepreneurial development (Organization)

Lead Organization: Steering Committee

Phone: 928-283-4500

Lead Contact: Bruce Fredericks/James Surveyor

Email: jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Establish partnerships w/ local business to create committe for Entrepreneunal planning

2. Create resolution to endorse new business organization as a sub entity to MDC

3. Establish partnerships with surrounding economic development businesses.

4. Implement policy/procedures for organization

Financial Resources: Travel/Time

Human Resources: Bruce Fredericks/James Surveyor/Community Business Owners

Technical Resources: Internet/PC/Phone

Performance Measures: Execution

Inventory local resources for start-up businesses for business finance, workforce training, and business planning (Planning)

Lead Organization: Steering Committee

Phone: 928-283-4500

Lead Contact: Bruce Fredericks/James Surveyor

Email: jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Build Inventory List(Wells Fargo, Four Corners Business Development).

2. Research grant availability for training and facilities (National Bank of Arizona)

3. Work with local entrepreneuarial business owners

4. Create business incentives to attract local business owners

Financial Resources: Time/Travel

Human Resources: Bruce Fredericks / James Surveyor / local entrepreneurial owners

Technical Resources: Internet, PC

Performance Measures: Execution

Strategy: **Entrepreneurial Development**

Promote the availability of business coaching services within the community (Execution)

Lead Organization: Steering Committee   **Phone:** 928-283-4500

Lead Contact: Bruce Fredericks/James Surveyor   **Email:** jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Utilize local businesses for promotion (establish multimedia i.e. webpage, facebook)

2. Promote organization on Moenkopi Newletter

3. Create a promotional products (i.e. poster & countertop) that supports organization

4. Create slogan and logo for organization

Financial Resources: Travel, Promotional materials, $400/mo x 12 mo. for multimedia/$200/cards, $5000/posters $1000 pens) $10,000.00 total for all promotional items

Human Resources: Bruce Fredericks/James Surveyor

Technical Resources: Internet/PC/Marketing materials/CD Rom

Performance Measures: Distribution of promotional materials

Establish a part-time or full-time position dedicated to business coaching (Execution)

Lead Organization: Steering Committee   **Phone:** 928-2830-4500

Lead Contact: Bruce Fredericks / James Surveyor   **Email:** jamessurveyor@experiencehopi.com

Tasks: **Date:**

1. Appoint Entrepreneurial Development Corporation leadership per steering committee

2. Establish part time position as phase I

3. CEO is also part of the Steering Committee Board

4. Seek funding to pay CEO of Entrepreneurial Development

Financial Resources: Time / Travel / Salary (annual budget) $40,000 salary/ $15,000 travel

Human Resources: Local Business Owners / Steering Committee

Technical Resources: Internet/ Excel / Business Analysis/ Reporting

Performance Measures: Execution

— SUSTAINABILITY-FOCUSED DEVELOPMENT —

Score: 58 | Rank: 9

Summary

Although "Sustainability-Focused Development" is not regarded as a Building Communities strategy in traditional economic development strategic planning, the broadening of objectives from "economic development" to "sustainability" brings a new set of considerations for communities.

This Sustainability-Focused Development strategy has been added to the traditional Building Communities approach and includes the additional Key Success Factors and Essential Action Steps that this broader approach requires.

This strategy is designed to surface all of the sustainability 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.

This new strategy differs from the traditional 25 strategies in that it fully encompasses a critical set of disciplines and values (housing, transportation, and environmental quality). Discussions related to this strategy will be widely divergent from community-to-community based upon the specific interests and opportunities of the communities themselves.

These broader considerations will help each community and Tribe to identify issues, challenges, opportunities, and potential development projects that can be supported by programs advancing sustainability as well as 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

Potential Advantages to Implementing this Strategy

- 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 this Strategy

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

Brief Overview of Strategy Selection

The Hopi Tribe has evaluated the objectives of the Partnership for Sustainable Communities, and the Livability Principles. Remarkably, the objectives of the federally-defined sustainability efforts are very consistent with the sustainability needs and aspirations of the Hopi Tribe.

Transit - The Hopi Tribe is currently served by a transit service and yet identifies the need for expanded services. In particular, inclement winter weather conditions on the high-elevation reservation can create circumstances where virtually all forms of motorized transportation are impacted. Snow and washouts impact major transportation routes, preventing Hopi citizens from accessing basic food, education, and medical services. At a minimum, improved maintenance by the federal government of the existing road system would maintain and improve the choices that Hopi citizens have to access vital services.

Affordable Housing - The federal government owns all of the land on the Hopi Reservation. For a Hopi resident to live in a house, they must secure between three and ten signatures on a land lease with the federal government. The bureaucratic process has increasingly impacted the ability of Hopi residents to secure housing. The effect of the challenges of the regulatory system has caused a scattering of families across the land, rather than the historic, more compact development patterns of the past.

Mixed-use Development - Although no zoning system is in place on the Hopi Tribe, design standards can and are implemented to shape future development. For example, certain

residential areas may require stone construction; other areas may prevent locating trailers within neighborhoods; still some other areas prevent the use of cinder block construction.

Hopi traditions related to food and clothing, for example, have demonstrated the practice of sustainability for hundreds of years. In several respects, the Hopi Tribe is generations ahead of American culture in terms of sustainability.

Key Considerations

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

Sustainability 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 sustainability initiatives as a central cornerstone to their economic development program.

Land Use Implications

Industrial - With the exception of forest stewardship initiatives, this strategy has little consequence for industrial land.

Commercial - Under this strategy, some future commercial development may be redirected toward mixed-use developments.

Residential - Under this strategy, some of the future housing development would be redirected toward mixed-use developments. Certain residential neighborhoods would also benefit from new transit projects.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.

Essential Action Steps – Detail on the following pages.

Strategy: **Sustainability-Focused Development - GREEN JOBS**

Establishing/supporting a new or existing organization focused on advocating for green jobs (Organization)		

Lead Organization: MDC	**Phone:** 928 814 0223
Lead Contact: Eddie Cal	**Email:** eddiecal@urdstudio.com

Tasks:	**Date:**
1. Resolution to approve support for green job committee.	Dec 2011
2. Official list of artisans in degrees of sustainable green artworks	Jan 2011
3. Green organization members	Feb 2011
4. Marketing of green crafts organization	March 2011

Financial Resources:	$1500.00
Human Resources:	Project leader, organizational setup
Technical Resources:	Resolutions, meeting facilitation and documentation
Performance Measures:	accredited list of local green job contributors.

Defining the specific nature and outcomes of green job creation in the community/region (Planning)		

Lead Organization: MDC	**Phone:** 928 814 0223
Lead Contact: Eddie Cal	**Email:** eddiecal@urdstudio.com

Tasks:	**Date:**
1. Promote local cultural market as green jobs	Dec 2011
2. Green job for future growth of economic development	
3. Green jobs sustain village economic development and Hopi culture	
4. Establish accredibiity through Heard Museum and Northern Az Museum partnerships	

Financial Resources:	$5,000 travel
Human Resources:	Typist, committee, graphic designer
Technical Resources:	Heard Museum, Northern Az Museum,
Performance Measures:	Green job marketing strategy promoting cultural economic development

Strategy: **Sustainability-Focused Development - GREEN JOBS**

Research and promotion of incentives and resources for green job development (Planning)

Lead Organization: MDC **Phone:** 928 814 0223

Lead Contact: Eddie Cal **Email:** eddiecal@urdstudio.com

Tasks: **Date:**

1. Green cultural/ job market rankings and bonuses
2. Annual award banquet recognizing green achievements
3. Attending green conferences
4. Website and local promotion and regionally through partnerships

Financial Resources: $12,000.00 conferences, $4,000 travel, $5,000 marketing

Human Resources: Project leader coordinator

Technical Resources: publishing printing

Performance Measures: create the identity of Moenkopi green job program and market locally, nationally and internationally.

Delivery of education forums and events advocating green job creation (Execution)

Lead Organization: MDC **Phone:** 928 814 0223

Lead Contact: Eddie Cal **Email:**

Tasks: **Date:**

1. Daily graphic display on Tuuvi Green Job community
2. Web page updates
3. Facebook site
4. Annual green jobs forum/ conference at new facility and MLI

Financial Resources: $10,000.00

Human Resources: Web page hosting/ updating

Technical Resources: Computer skills

Performance Measures: Celebrate the success and achievements of Moenkopi Green job program

Strategy: **Sustainability-Focused Development - GREEN JOBS**

Consideration of facility development (incubator) for green job start-ups and expansions (Execution)

Lead Organization: MDC **Phone:** 928 814 0223

Lead Contact: Eddie Cal **Email:**

Tasks: **Date:**

1. incorporate green job gallery/ office into new cultural market facility March 2012

2. Cultural market place as homebase for cultural green job activity and information

3. Promote cultural green job marketplace online,

4. Promote cultural green job marketplace nationally/ internationally

Financial Resources: $50,000 office/ gallery

Human Resources: Green job board of directors, lead staff manager

Technical Resources: Marketing, planning , project management, research

Performance Measures: Construct marketplace as home base and expand online.

Strategy: **Sustainability-Focused Development - LOCAL FOODS**

Existence of organization/cooperative advocating locally/fresh grown foods (Organization)

Lead Organization: MDC **Phone:** 928 814 0223

Lead Contact: Eddie Cal **Email:** eddiecal@urdstudio.com

Tasks: **Date:**

1. Establish by resolution the local agriculture
2. Organizational members
3. Plan of action/ mission statement
4. Meet with local agriculture organizations

Financial Resources: $1,200.00 travel

Human Resources: local farmers

Technical Resources: agriculture

Performance Measures: Create a unique agriculture organization that represents Moenkopi

Feasibility analysis of local farmer's market (Planning)

Lead Organization: MDC **Phone:** 928 814 0223

Lead Contact: Eddie Cal **Email:** eddiecal@urdstudio.com

Tasks: **Date:**

1. Survey questionaire willing to participate
2. Annual growth production study
3. List of local grown produce
4. List of local participants to sell and share produce

Financial Resources: $2,000.00 travel

Human Resources: NA

Technical Resources: NA

Performance Measures: Promote and welcome agriculture opportunities

Strategy: **Sustainability-Focused Development - LOCAL FOODS**

Business plan for local foods cooperative **(Planning)**

Lead Organization: MDC   **Phone:** 928 814 0223

Lead Contact: Eddie Cal   **Email:** eddiecal@urdstudio.com

Tasks:	Date:
1. Goals and input from Agriculture members	Oct 2011
2. Local trademark of all members as one uniform group	Nov 2011
3. Cultural processing grounded corn, herbs, natural teas, etc... business models	Nov 2011
4. Cultural art from produce ie. squash made into rattles, business models	Dec 2011

Financial Resources:	$8000 consultant, $1,000 travel
Human Resources:	business plan consultant
Technical Resources:	business forecasting
Performance Measures:	Generate business templates for typical local markets

Establishment and operations of farmer's market **(Execution)**

Lead Organization: MDC   **Phone:** 928 814 0223

Lead Contact: Eddie Cal   **Email:**

Tasks:	Date:
1. Plan and feasiblilty study	Aug 2011
2. Cost estimates	Aug 2011
3. project construction permit process and approval (EA, surveys, etc..)	Sept 2011
4. Construction	Sept / Oct 2011

Financial Resources:	$300,000 facility $12,000 annual OEM,
Human Resources:	Designer, artist, contractor, funder
Technical Resources:	MDC planner, Local input
Performance Measures:	Construct new cultural market place to house agriculture, arts and crafts etc.. Cultural items.

Strategy: **Sustainability-Focused Development - LOCAL FOODS**

Establishment/operations of local foods cooperative (Execution)

Lead Organization: MDC

Phone: 928 814 0223

Lead Contact: Eddie Cal

Email:

Tasks: **Date:**

1. Farmers market staff. Maintenance, sales collection tax, permit enforcing — Jan 2012
2. Monthly meetings to discuss planning and performance or agrculture advocacy groups
3. Generate annual and daily events in correlation to local events.
4. Promotion materials, posters, business cards, calendars, etc...

Financial Resources: $8,000.00 marketing material

Human Resources: Local graphic designer

Technical Resources: printer

Performance Measures: Facility opening and promotion to establish local destination marketplace

Strategy: **Sustainability-Focused Development - MIXED-USE DEVELOPMENT**

Establishment of local codes and policies reinforcing benefits and requirements of mixed use development - (Planning)

Lead Organization: MDC   **Phone:**

Lead Contact: Eddie Cal   **Email:**

Tasks: **Date:**

1. Study and analyze successful city policies and present to board

2. Legal review of draft

3. Establish resolution to MDC board to pass on to UVM board to adopt new policy

4. Establish binder of final approved policies and regulations for development

Financial Resources:	$550.00 Travel, meetings
Human Resources:	City of Flagstaff, City of Tempe, City of Sedona
Technical Resources:	Planners
Performance Measures:	Adopt a policy and incorporate Moenkopi Culture for unique final policy.

Public- and/or private-sector development of new affordable housing units (Execution)

Lead Organization: MDC   **Phone:** 928 814 0223

Lead Contact: Eddie Cal   **Email:** ecalnimptewa@hotmail.com

Tasks: **Date:**

1. Marketing Tuuvi village a completed schematic design of 30 multi family housing

2. Utilize Tuuvi village as model for other smaller cleared site east of Moenkopi

3. Establish shovel ready homesite leases and sites for private funded home owners

4. Create Green community encouraging alternative housing i.e. strawbale, adobe,

Financial Resources:	$5000 marketing, $120,000 model home.
Human Resources:	HTHA, UVM, MDC, HUD, Local Home builders
Technical Resources:	Alternative Construction methods, green build
Performance Measures:	Create a model home to recruit others to build out rest of community. Use model to obtain additional private donations for future communities.

Strategy: **Sustainability-Focused Development - PROACTIVE ZONING**

Training of planning volunteers and staff in the principles and practices of sustainability - (Organization)

Lead Organization: MDC   **Phone:** 928 814 0223

Lead Contact: Eddie Cal   **Email:** ecalnimptewa@hotmail.com

Tasks: **Date:**

1. Develop Tuuvi Green Handbook for existing and new staff

2. Host monthly meeting on Green concepts

3. Attend annual green conferences

4. Incorporate examples of other green practices into Moenkopi green standards.

Financial Resources: $5,000.00 conferences, $1,200.00 printing and travel

Human Resources: green conferences, green certified professionals

Technical Resources: Green concepts

Performance Measures: Become familiar and establish green contacts

Defining sustainability at the local level and considering the associated planning implications (Planning)

Lead Organization: MDC   **Phone:** 928 814 0223

Lead Contact: Eddie Cal   **Email:** ecalnimptewa@hotmail.com

Tasks: **Date:**

1. Implement current masterplan as model for setting Tuuvi sustainability standards

2. Pass resolution enforcing green Hopi principles into all future and existing development

3. Assess current community planning through anaylsis and define postives and negatives

4. Generate monthly savings reports and acomplishments

Financial Resources: NA

Human Resources: Trained MDC staff on green concepts

Technical Resources: Green strategies

Performance Measures: Become green enforcement for all projects as a review board

Strategy: **Sustainability-Focused Development - PROACTIVE ZONING**

Updating of local codes and ordinances incorporating sustainability principles and practices (Execution)

Lead Organization: MDC

Phone: 92 814 0223

Lead Contact: Eddie Cal

Email: ecalnimptewa@hotmail.com

Tasks: **Date:**

1. Pass resolution adopting current IBC, NEC codes for structures and infrastructure

2. Establish training through MUA and MDC to inspect and enforce code violations

3. Create 3rd party consultant list and yearly contracts for specialized inspections

4. attend annual code training and seminars

Financial Resources: $8,000 annual for training and seminars, $4,000 printing manual and policies

Human Resources: NA

Technical Resources: NA

Performance Measures: Become local experts and oversight committee in sustainability development

Strategy: **Sustainability-Focused Development - TREATED WASTEWATER UTILIZATION**

Internal (municipal) support for treated wastewater (Organization)

Lead Organization: MUA   **Phone:** 928 814 0223

Lead Contact: Eddie Cal   **Email:** ecalnimptewa@hotmail.com

Tasks: **Date:**

1. Resolution setting all customer fees, taxes. Inspector fees and project review.

2. 100% involvement in all new developments

3. Need specifications similiar to NTUA for water, sewer and gas.

4. Need inspector training and enforcement.

Financial Resources: NA

Human Resources: Heads of UVM, MDC, and MUA

Technical Resources: Familiarity with community infrastructure

Performance Measures: create an annual plan of action.

Establishment of partnerships between local government and wastewater reuse advocacy groups – (Organization)

Lead Organization: MDC   **Phone:** 928 814 0223

Lead Contact: Eddie Cal   **Email:** ecalnimptewa@hotmail.com

Tasks: **Date:**

1. Reconnect waste water proposal from NTUA for TC sewage disposal

2. Generate gray water reuse fees.

3.

4.

Financial Resources: NA

Human Resources: NTUA authoritative, MUA CEO

Technical Resources: NA

Performance Measures: NTUA partnership to expand and upgrade and aid with O&M.

Strategy: **Sustainability-Focused Development - TREATED WASTEWATER UTILIZATION**

Study to determine the availability of treated wastewater (Planning)

Lead Organization: MDC

Lead Contact: Eddie Cal

Phone: 928 814 0223

Email: ecalnimptewa@hotmail.com

Tasks: **Date:**

1. Obtain reports from Wendy (wastewater management)

2. Hire engineer to calculate usage for design and feasibility study.

3.

4.

Financial Resources:	$8,000.00 engineer fee
Human Resources:	engineer
Technical Resources:	MUA
Performance Measures:	generate accurate reports to help in future planning with infrastructure

Determination of the appropriate reuse opportunities for treated wastewater (Planning)

Lead Organization: MDC

Lead Contact: Eddie Cal

Phone: 928 814 0223

Email: ecanimptewa@hotmail.com

Tasks: **Date:**

1. Upgrade analysis and cost estimate.

2. Cost estimate for pumping wastewater up to development site for reuse in landscaping

3. Possible re plumbing of Hotel washer discharge into MLI landscaping

4. Attend additional workshops, conferences to learn gray water reuse options

Financial Resources:	$25,000 retro fitting of hotel use. Infrastructure development cost estimator.
Human Resources:	MDC staff
Technical Resources:	estimator, gray water consultant, civil engineering
Performance Measures:	Create a cost and plan for retro fit of Hotel and travel center.

Strategy: **Sustainability-Focused Development - TREATED WASTEWATER UTILIZATION**

Engineering and cost studies on treated wastewater reuse (Planning)

Lead Organization: MUA **Phone:** 928 814 0223

Lead Contact: Eddie Cal **Email:** ecalnimptewa@hotmail.com

Tasks: **Date:**

1. Implement funding for engineering and design of grey water infrastructure

2. Cost estimate for planning, designing and construction of gray water infrastructure

3. Life cycle cost for operation and maintenence of gray water. I.e. staff, equipment, skills

4.

Financial Resources: $50,000 engineering services

Human Resources: engineers, planners, Hopi Environmental Protection Agency

Technical Resources: Construction, engineering, infrastructure planning

Performance Measures: Solid preliminary design and plan with cost estimates

Implementation of one or more treated-wastewater-reuse initiatives (Execution)

Lead Organization: MDC **Phone:**

Lead Contact: Eddie Cal **Email:**

Tasks: **Date:**

1. Pumping gray water back to development site.

2. Find other oppurtunities to sell water for surrounding area.

3. Promote use for surrounding construction projects.

4.

Financial Resources: $100.00 advertising info.

Human Resources: MUA supervisor MUA CEO

Technical Resources: Familiarity with existing waste water treatment plant

Performance Measures: Generate additional revenue for treatment plant life cycle costs.

Strategy: **Sustainability-Focused Development - WALKING-PATH SYSTEMS**

Formation/support for local advocacy group advancing walking path project (Organization)		
Lead Organization: MDC	**Phone:**	928 814 0223
Lead Contact: Eddie Cal	**Email:**	eddiecal@urdstudio.com

Tasks: **Date:**

1. Planning and design of paths — Oct 2012
2. Resolution for support of path
3. Concept/ mission statement
4. Path goals and vision

Financial Resources: $500.00

Human Resources: community

Technical Resources:

Performance Measures:

Coordination between walking path advocacy group and local municipality (Organization)		
Lead Organization: MDC	**Phone:**	928 814 0223
Lead Contact: Eddie Cal	**Email:**	eddiecal@urdstudio.com

Tasks: **Date:**

1. Email updates
2. Survey of support
3. Key contact spokes person
4.

Financial Resources: $800

Human Resources: NA

Technical Resources: NA

Performance Measures: NA

Strategy: **Sustainability-Focused Development - WALKING-PATH SYSTEMS**

Preliminary and final design (and cost study) of walking path project (Planning)

Lead Organization: MDC   **Phone:** 928 814 0223

Lead Contact: Eddie Cal   **Email:** ecalnimptewa@hotmail.com

Tasks: **Date:**

1. Proposed plan presention
2. Cost estimates
3. Construction schedule
4. Graphic representations

Financial Resources: $5,500.00 design consultants

Human Resources: Park designers, local input

Technical Resources: Experienced walkers and runners

Performance Measures: create a final plan for walking and running path

Determination of existing and potential funding sources for development and maintenance (Planning)

Lead Organization: MDC   **Phone:** 928 814 0223

Lead Contact: Eddie Cal   **Email:** eddiecal@urdstudio.com

Tasks: **Date:**

1. Create fund raising design packet
2. Create video animation of design to seek private donors
3. Present to Hopi Council
4. Present to running organizations

Financial Resources: $8,000 for media and marketing

Human Resources: MDC planner

Technical Resources: Planning

Performance Measures: Generate funding from donors

Strategy: **Sustainability-Focused Development - WALKING-PATH SYSTEMS**

Preliminary and final design (and cost study) of walking path project (Planning)

Lead Organization: MDC

Phone: 928 814 0223

Lead Contact: Eddie Cal

Email: ecalnimptewa@hotmail.com

Tasks: **Date:**

1. Proposed plan presention

2. Cost estimates

3. Construction schedule

4. Graphic representations

Financial Resources: $5,500.00 design consultants

Human Resources: Park designers, local input

Technical Resources: Experienced walkers and runners

Performance Measures: create a final plan for walking and running path

Determination of existing and potential funding sources for development and maintenance (Planning)

Lead Organization: MDC

Phone: 928 814 0223

Lead Contact: Eddie Cal

Email: eddiecal@urdstudio.com

Tasks: **Date:**

1. Create fund raising design packet

2. Create video animation of design to seek private donors

3. Present to Hopi Council

4. Present to running organizations

Financial Resources: $8,000 for media and marketing

Human Resources: MDC planner

Technical Resources: Planning

Performance Measures: Generate funding from donors

Strategy: **Sustainability-Focused Development - WALKING-PATH SYSTEMS**

Construction and long-term maintenance of walking path system (Execution)

Lead Organization: MDC

Phone: 928 814 0223

Lead Contact: E Cal

Email: ecalnimptewa@hotmail.com

Tasks: **Date:**

1. Incorporate into UVM maintenance for seeking additional funds

2. Volunteer annual spring cleaning run event

3. Setup into community volunteer listing for law offenders/ students

4.

Financial Resources:	$8,000.00 maintenance and upgrades
Human Resources:	grounds keeper
Technical Resources:	NA
Performance Measures:	Clean and safe public space

COMMUNITY ORGANIZER TOOL

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 MDC Steering Committee met to consider both the business development and community development approaches to the Community Organizer Tool.

The tool is organized by presenting 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 then to come to a consensus as to which scenario best describes the current capacity of their community. Each of the members were also then asked to identify their desired level of capacity. The tables below presents the results of the Community Organizer Tool for Business and Community Development Capacities, respectively.

Business Development Capacity Report

ELEMENT	SCENARIO SCORES										ASSESSED CAPACITY	PRESCRIBED CAPACITY
	A	B	C	D	E	F	G	H	I	J		
Business Development Strategy	5	7	7	7	—	—	—	—	—	—	26 / 37	26 / 37
Local Staff and Team Development	7	5	7	7	4	—	—	—	—	—	30 / 37	37 / 37
Industrial Land and Infrastructure	5	3	10	7	5	0	10	2	4	4	50 / 68	50 / 68
Targeted Industries	2	2	4	—	—	—	—	—	—	—	8 / 19	8 / 19
Marketing	4	2	3	10	7	—	—	—	—	—	26 / 33	30 / 33
Prospect and Lead Management	5	4	5	—	—	—	—	—	—	—	14 / 27	27 / 27
Closing the Deal	5	4	6	4	5	—	—	—	—	—	24 / 26	24 / 26
TOTAL POINTS											**178 / 247**	**202 / 247**

Community Development Capacity Report

ELEMENT	SCENARIO SCORES					ASSESSED CAPACITY	PRESCRIBED CAPACITY
	A	B	C	D	E		
Strategic Plan/Vision	10	3	3	10	0	26 / 32	28 / 32
Project and Issue Development	2	2	4	3	2	13 / 16	16 / 16
Organizational Capacity	10	10	5	7	3	35 / 38	38 / 38
Staffing	12	3	5	3	—	23 / 23	23 / 23
Civic Volunterism	5	0	—	—	—	5 / 8	8 / 8
Community Attitude	10	3	—	—	—	13 / 13	13 / 13
Maintaining Community as the Goal	3	2	—	—	—	5 / 9	9 / 9
TOTAL POINTS						**120 / 139**	**135 / 139**

The Community Organizer Tool 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: 26/37 | Prescribed score: 26/37

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

No action items.

1b. Desirability of Business Development

No action items.

1c. Appropriateness of Business Development

No action items.

1d. A Foundation of Support for Existing Businesses

No action items.

2 - Local Staff and Team Development

Assessed score: 30/37 | 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

❏ Ensure that the business development organization has long-term staying power in terms of its organization and budgeting.

2b. Stability of Business Development Organization

No action items.

2c. Frequency of Meetings

No action items.

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: 50/68 | Prescribed score: 50/68

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

No action items.

3b. Potential for Land

No action items.

3c. Land Ownership

No action items.

3d. Environmental Considerations

No action items.

3e. Land Price

No action items.

3f. Availability of Buildings

No action items.

3g. Basic Infrastructure

No action items.

3h. Access Infrastructure

No action items.

3i. Special Infrastructure

No action items.

3j. Land/Target Compatibility

No action items.

4 - Targeted Industries

Assessed score: 8/19 | Prescribed score: 8/19

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

No action items.

4b. Connection with Strategic Plan

No action items.

4c. Targeted Industry Analysis

No action items.

5 - Marketing

Assessed score: 26/33 | Prescribed score: 30/33

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

❏ Identify and articulate specific business development marketing techniques and outcomes to be initiated.
❏ Collaborate with a business marketing consultant to ensure success.

5c. Diversification of Marketing Techniques

No action items.

5d. Financial Resources

No action items.

5e. Use of the Internet

No action items.

6 - Prospect and Lead Management

Assessed score: 14/27 | Prescribed score: 27/27

Definition

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

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

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

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

6a. Community Profile

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

6b. A Professional Community Response

❑ Assemble a business development team that possesses the knowledge and skills necessary to professionally respond to business development inquiries; make business development responses a priority.

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

6c. Availability to Travel

No action items.

7 - Closing the Deal

Assessed score: 24/26 | Prescribed score: 24/26

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

No action items.

7b. Expertise with Incentives

No action items.

7c. A Winning Attitude

No action items.

7d. Community Sophistication

No action items.

7e. Project/Contract Monitoring

No action items.

— COMMUNITY DEVELOPMENT CAPACITY —

1 - Strategic Plan/Vision

Assessed score: 26/32 | Prescribed score: 28/32

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

No action items.

1b. Acceptance of Plan

No action items.

1c. Professional Development of Plan

No action items.

1d. Use of Strategic Plan

No action items.

1e. Plan Updating

❏ Recognize that the existing strategic plan has been updated once.

2 - Project and Issue Development

Assessed score: 13/16 | Prescribed score: 16/16

Definition

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

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

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

2a. Community Wish List

❏ Recognize that an existing "wish list" exists, and that the list is less than two years old.

2b. Identification of Strategic Issues

❏ Demonstrate action toward addressing key strategic issues within the community.

2c. Large Project Advocacy

No action items.

2d. Coordinating Projects with State and Federal Processes

No action items.

2e. Incorporation into Community Facilities Plan

No action items.

3 - Organizational Capacity

Assessed score: 35/38 | 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)

No action items.

3b. Organizational Stability

No action items.

3c. Focus on Business of Community

No action items.

3d. Frequency of Meetings

❑ Commit to regular (at least monthly) activity by one or more community development organization(s) with regular sub-committee activity advancing community priorities.

3e. Organizational Board Training

No action items.

4 - Staffing

Assessed score: 23/23 | 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

No action items.

4b. Support Staff

No action items.

4c. Staff Focused on Organizational Objectives

No action items.

4d. Staff Training

No action items.

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

No action items.

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: 13/13 | 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

No action items.

6b. Viewing the Glass Hafl-Full

No action items.

7 - Maintaining the "Community" as the Goal

Assessed score: 5/9 | Prescribed score: 9/9

Definition

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

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

7a. Depth of Community "Vision" or "Mission Statement"

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

7b. Formal or Informal Subordination of Projects to Community

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

APPENDIX

Appendix A - Prioritized Strategy Report

Appendix B - Strategy Recommendations

Appendix C - Strategies by Group

Appendix D - Alphabetical Listing of Strategies

Appendix E - Key Success Factor Report

APPENDIX A

Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY CATEGORY
Pass-through Visitor Services	85	Tourism Development
Health Care	83	Community Development
Environmental Restoration	81	Sector-Specific
Value-added Mining	76	Value-added
Local/Regional Tourism	73	Tourism Development
Cultural Tourism	70	Tourism Development
Education Development	65	Community Development
Infrastructure Development	63	Other
Attracting Government Funding	58	Other
Destination Tourism	58	Tourism Development
Energy Development	54	Sector-Specific
Entrepreneurial Development	53	General Business
Business Recruitment	52	General Business
Leading Edge Development	51	Sector-Specific
Attracting Government Jobs	49	Other
Transportation Distribution	49	Sector-Specific
Business Retention & Expansion	44	General Business
Business Cultivation	43	General Business
Value-added Fisheries	36	Value-added
Value-added Forest Products	26	Value-added
Value-added Agriculture	25	Value-added
Bedroom Community	20	Community Development
Attracting Retirees	18	Other
Attracting Lone Eagles	13	Other
Downtown Development	10	Community Development

APPENDIX B

Strategy Recommendation Report

RECOMMENDED	BORDERLINE	NOT RECOMMENDED
Pass-through Visitor Services	Infrastructure Development	Downtown Development
Health Care	Education Development	Attracting Lone Eagles
Environmental Restoration		Attracting Retirees
Value-added Mining		Bedroom Community
Local/Regional Tourism		Value-added Agriculture
Cultural Tourism		Value-added Forest Products
		Value-added Fisheries
		Business Cultivation
		Business Retention & Expansion
		Attracting Government Jobs
		Transportation Distribution Center
		Leading Edge Development
		Business Recruitment
		Entrepreneurial Development
		Energy Development
		Attracting Government Funding
		Destination Tourism

APPENDIX C

Strategies by Group

STRATEGY	SCORE	STRATEGY GROUP
Business Recruitment	52	General Business
Business Retention & Expansion	44	General Business
Business Cultivation	43	General Business
Entrepreneurial Development	53	General Business
Energy Development	54	Sector-Specific
Environmental Restoration	81	Sector-Specific
Transportation Distribution Center	49	Sector-Specific
Leading Edge Development	51	Sector-Specific
Value-added Agriculture	25	Value-added
Value-added Forest Products	26	Value-added
Value-added Fisheries	36	Value-added
Value-added Mining	76	Value-added
Destination Tourism	58	Tourism Development
Cultural Tourism	70	Tourism Development
Local/Regional Tourism	73	Tourism Development
Pass-through Visitor Services	85	Tourism Development
Downtown Development	10	Community Development
Education Development	65	Community Development
Health Care	83	Community Development
Bedroom Community	20	Community Development
Infrastructure Development	63	Other
Attracting Retirees	18	Other
Attracting Lone Eagles	13	Other
Attracting Government Jobs	49	Other
Attracting Government Funding	58	Other

APPENDIX D

Alphabetical Listing of Strategies

STRATEGY	SCORE	STRATEGY GROUP
Attracting Government Funding	58	Other
Attracting Government Jobs	49	Other
Attracting Lone Eagles	13	Other
Attracting Retirees	18	Other
Bedroom Community	20	Community Development
Business Cultivation	43	General Business
Business Recruitment	52	General Business
Business Retention & Expansion	44	General Business
Cultural Tourism	70	Tourism Development
Destination Tourism	58	Tourism Development
Downtown Development	10	Community Development
Education Development	65	Community Development
Energy Development	54	Sector-Specific
Entrepreneurial Development	53	General Business
Environmental Restoration	81	Sector-Specific
Health Care	83	Community Development
Infrastructure Development	63	Other
Leading Edge Development	51	Sector-Specific
Local/Regional Tourism	73	Tourism Development
Pass-through Visitor Services	85	Tourism Development
Transportation Distribution Center	49	Sector-Specific
Value-added Agriculture	25	Value-added
Value-added Fisheries	36	Value-added
Value-added Forest Products	26	Value-added
Value-added Mining	76	Value-added

APPENDIX E - KEY SUCCESS FACTOR REPORT

Key Success Factors with a Score of 4:

Availability of local land, buildings, and infrastructure
Strong relations between economic development organization and local businesses
Local pro-business climate
Availability of brownfield sites
Local government support
Proximity to raw materials and minerals
Proximity to nationally-recognized attractions
Existing or prospective cultural attraction
Local recreational and visitor attractions
Proximity to travel routes
Land/Buildings/Campus for education development
Financially-sound existing health care facility
Prospect of an expanded geographic market for health care
Competent, strategic-minded hospital and health-care executives
Existing excellence in local health care
Access to long-term infrastructure loans and grants

Key Success Factors with a Score of 3:

Access to large-scale capital
Strong community support
Support from local businesses
Sufficient local entrepreneurial base
Availability of energy resources
Community acceptance of the visitor industry
Cultural development and advocacy organization
Relative sophistication in coordinating and marketing local events
Local focus on revenues from visitors
Expandable educational institution
Absence of industrial business activity
Accurate, long-term analysis of infrastructure needs and costs
Local ability to identify and advance a funding proposal

Key Success Factors with a Score of 2:

Proximity and access to markets
Sophisticated use of the internet for marketing
Capable, experienced economic development professionals
Competitive recruitment incentives
Available local labor force
Support from local education professionals at all levels
Dedicated business coaching staff
Ability to secure power-purchase agreements
Supportive state energy policies and incentives
Ability to network and attend relevant trade shows
Cooperation of economic development staff and educational community
Supportive local government policy and focus
Team approach to infrastructure finance

High-speed telecommunications
Availability of appropriated funds

Key Success Factors with a Score of 1:

Dedicated local financial resources for staffing recruiters
Ability to compete in a global market
Access to small business financing
Ability to identify product and service gaps
Supportive post-secondary education training program
Strong state and/or federal legislative delegation
Strategic location for distribution centers
Adequate telecommunications bandwidth
Ability to successfully market materials
Sophisticated tourism development & promotion
Advantageous location for government or education expansion
Community support for needed infrastructure rate increases
Desirable climate
High availability of urban services
Support for attracting retirees
Projected growth in government budgets
Favorable state policies with respect to office locations

Key Success Factors with a Score of 0:

Proximity to scheduled air service
Relationship with site selectors
Sufficient base of local businesses
Ability to build a team comprised of energy-development experts
Proximity to transmission lines with excess capacity
Availability of industrial-zoned land
Proximity to large volumes of agricultural commodities
Ability to understand industry trends and opportunities
Excess water and sewer infrastructure capacity
Proximity and access to forests and forest products
Ability to secure long-term contracts for forest materials
Proximity to fisheries commodities
Sufficient marketing, promotion, or public relations budget
Adequate housing for labor force
Recognizable central business district/downtown
Local funding for downtown development
Downtown organization and staff
Implementation of national Main Street Four-Point Approach®
Active engagement of downtown building and business owners
Proximity to urban population and workforce centers
Quality residential neighborhoods
Existence of recreational amenities
Available, desirable housing
Staff focused on recruitment objectives