

WHITE MOUNTAIN APACHE TRIBE ARIZONA

Economic Development Strategic Plan



Final — April 2013



NORTHEAST ARIZONA
ECONOMIC DEVELOPMENT PLANNING GROUP



A Building Communities™
Strategic Plan



White Mountain Apache Tribe, Arizona Economic Development Strategic Plan

Prepared for
White Mountain Apache Tribe
and
Northeast Arizona Economic Development Planning Group

Prepared by



Building Communities, Inc.
6126 W State St. Suite 312 Boise, ID 83703
(208) 866-9030 | www.BuildingCommunities.us

About the Northeast Arizona Economic Development Planning Group

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

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



considered in the development of the Regional Plan.

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

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

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

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

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

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



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

Plan Director

Joe Waters
WMAT Planning Department

Christine Holden
WMAT Planning Department

Steering Committee Members

Arman Baha
*Community Representative
Tribal Social Services*

Dustin Benarides
WMAT Planning Department

Shane Burnette
Office of Tourism

Noland Clay
Canyon Day Community

Jeff Fuller
Whiteriver Unified School District #20

Consoni Hill
Community President

Bob Hitchcock
WMAT Legal Department

Brent Kurfe
Hon-Dah

Rochelle Lacopa
First Things First

Randal Stern
Stone & Youngberg

Steve Taddie
Stellar Capital Management

AJ Taylor
Northland Pioneer College

Kino Torino
Councilman District 111

Nona Tuchawena
BIA – Superintendent

Jill Welch
Elliot D. Pollack & Co

Derreck Wheeler
WMAT Planning Department

Plan Facilitator

Brian Cole
Building Communities, Inc.



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Executive Summary

Executive Summary

Our Community and Vision

On the surface, you might think that our Community Elevator Speech for the White Mountain Apache Tribe would focus on the trials and tribulations of a people experiencing an 80% unemployment rate—or perhaps a per capita income of under \$5,000. Maybe you would expect our story to be about poverty so extensive that it permeates every census tract throughout our land. Maybe you would focus on our life expectancy of only 28 years. Maybe you would simply think that we have no story to tell, except for a bygone era where once there was hope.

Well, think again.

Twenty years from now our people will be the envy of the region. We already are blessed with a beautiful and productive land. Our forested hills and mountains are special to us. We draw our purpose and meaning from our sense of place, and we are building a future that will make us all proud to be called Apache.

Over the past few years, we have focused on improving and streamlining our government so that it is more responsive, manages our money responsibly and sets the stage for investing in the future. We will be current on all of our audits and be ready to move forward in a businesslike fashion.

Our greatest opportunities lie with the magnificence of our land—its resources and topography.

First, we have 770,000 acres of timberland. We have the management authority to harvest our timber in a responsible, sustainable fashion. We are not encumbered by the deadlock of national political debate that remains so hot today that the heat is only matched by the temperature of the forest fires that have surrounded us...but have largely missed our land. We will manage our forests so that our hallmark is healthy forests, not charred remains. In doing so, we will rebuild a sustainable forest products industry that gives meaningful employment to current and future generations. We envision an immediate investment of \$10 million in plant and equipment and the re-establishment of 150 jobs for our people.

Second, our topography sets the stage for the Southwest's best ski resort. Skiing in Arizona—and skiing at its best. Although we have a great place, we plan to invest in a new lodge, new snowmaking equipment and a marketing campaign that establishes us as the region's winter sports capital. In order to succeed, we will become better team players with the cities and counties that are our neighbors and capitalize on innovative government programs that create investment in remote areas. We will invest \$30 million to accomplish this.

Third, we will build a large new reservoir that will help bring much needed water to seven downstream cities, create abundant and clean hydropower and establish a new recreation center for the people of the region. We have plans to build a new destination hotel associated with the reservoir that will serve as a basecamp to the White Mountains. \$202 million is appropriated and on deposit with the US Department of the Interior. The money will not only be used to build the reservoir, but will provide \$50 million for the first three years of operations and maintenance. We expect 300-500 construction jobs to last for five years.

Fourth, our natural resources make possible the establishment of a biomass energy plant that can provide renewable energy to support our residential and commercial sectors.

Fifth, we will set aside 100,000 acres of our land to capitalize on emerging carbon credit programs that reward people for setting aside natural resources for long-term environmental benefit.

Our plans do not, however, all relate to the land. We also have plans for our people—starting with our next generation.

We know that Whiteriver today does not physically show the inner pride of our people. This is why we have a vision to transform our town with a new marketplace, investments in our hospital, the construction of a Head Start facility, all integrated with the development of a new Bureau of Indian Affairs building. We also see a new transit service that will tie these things together and help mobilize our people to seek better education, better health and better days.

Yes, 80% of our people are unemployed. Yes, many Americans make more in a month than we earn in a year. Yes, drugs and alcohol are a scourge on many of our people. But those will become yesterday's headlines. Our tomorrow is bright. This plan sets the stage for a new generation of White Mountain Apache civilization.

Background and Context for Planning

As a part of the Northeast Arizona Economic Development Planning group, WMAT was very willing to be one of the first communities to participate in the planning process.

Plan Week was conducted in May of 2011, with sessions conducted in White River and Cibecue. Led by Joe Waters and the WMAT Planning Department, the tribe already had an ambitious community and economic development agenda with many projects and funding commitments in place. This planning process would serve to support the existing priorities and to help move the work into the implementation phase. The priority projects are briefly described in the "Our Community and Vision" (Community Elevator Speech) section on this plan.

The Key Success Factor Analysis reinforced many of the strategies that were already being implemented through the advancement of certain projects. A specific effort was made during Plan Week to compare the priority projects to strategies that would serve to define the broader direction supported by such projects.

It was decided that the Community Organizer Tool would not be used during Plan Week.

Scope of Plan

This plan serves all of WMAT for a three- to five-year period.

Looking to the Future

WMAT has a very bold agenda for the future. Defined by an ambitious series of projects and initiatives, the plan for WMAT is a more aggressive one than the Tribe has ever advanced.

The greatest challenge for WMAT, as for most tribes and rural places, is to maintain the local capacity to successfully advocate and advance projects and initiatives.

If but a portion of the agenda outlined in this strategic plan is successfully implemented, WMAT will have significantly improved its economic livelihood and the local quality of life the citizenry now enjoys.

Community and Economic Development Strategies

- Attracting Government Funding
- Destination Tourism
- Energy Development
- Entrepreneurial Development
- Environmental Restoration
- Infrastructure Development
- Value-added Forest Products

Section 1:

Introduction

Planning Methodology & Approach

1 - Introduction

Planning Methodology

In order to maximize community participation in the planning process, and to quickly transition the community to plan implementation, White Mountain Apache Tribe engaged Building Communities to employ its unique strategic planning methodology in the development of this plan. The Building Communities approach to strategic planning bypasses traditionally used planning and research components—such as lengthy demographic studies, which often add little to a plan in terms of usefulness over time and focuses instead on the development of action-oriented projects and initiatives. The Building Communities planning approach is objective, comprehensive and expeditious.

- **Objective:** Communities select community and economic development strategies and initiatives based on a logical analysis of the factors most relevant to community advancement
- **Comprehensive:** Communities consider a host of possible strategies and initiatives to improve local economic conditions, and to sustain and advance overall quality of life
- **Expeditious:** The process is fast-paced (typically 13 hours total) and excludes discussion unrelated to the development and implementation of the strategic plan

Vision and Mission

The development of vision and mission statements has long been “standard procedure” in traditional community and economic development strategic planning processes. These statements are crafted to inspire, convey core values, and to indicate the direction communities desire to head as they implement their plans. These are all important ingredients in any strategic plan. In the Building Communities planning methodology, vision and mission statements assume a different form. In fact, vision and mission statements *appear* to be absent in the planning process and final plan, at least as traditionally seen. But they are anything *but* missing.

The Building Communities methodology recognizes that communities embrace similar values, missions, objectives and visions for the future—leadership, integrity, health, quality services, safe environments, responsible use of resources, economic growth and quality living, to name a few. Fully recognizing that these values and ideals are both common to, and important in, nearly all communities (if not all!), the Building Communities methodology integrates vision and mission statements seamlessly into the strategic plan, both expanding their content and application, and making them unique to the community.

As part of the Building Communities planning approach, White Mountain Apache Tribe’s vision—“*what we aim to become based on who and where we are*”—is presented in a lengthier format than just a sentence or two. It is found under the header “Our Community and Vision” in the *Executive Summary*. The plan itself can also be considered an extension of White Mountain Apache Tribe’s vision—a palpable manifestation of its values and desires—while the strategies and initiatives which constitute the bulk of the plan define White Mountain Apache Tribe’s mission—“*what we want to do to enact our vision*.”

Defining a community’s vision and mission is at the core of the Building Communities planning approach. For White Mountain Apache Tribe, these elements emerged as participants were guided through a planning process that had two over arching objectives—improving local economic conditions and enhancing quality of life in the community.

Objectives of Methodology

The Building Communities approach is firmly grounded in the belief that the objectives of community and economic development strategic planning (like the values and aims of visions and missions) are also common among communities—*improving economic condition* and *enhancing quality of life*. These two high-level objectives can be directly related, indirectly related, or almost completely insulated from one another, depending on the development projects being pursued by the community. For example, development of value-added projects offers the potential for significant improvement to a community's economic condition, but may only indirectly improve the quality of life enjoyed by its citizens. In like manner, strategic positioning as a bedroom community can dramatically improve general community conditions for residents in the form of residential amenities and aesthetic elements, but may only indirectly contribute to the economy. And some initiatives, such as well-developed tourism campaigns, may result in enhancements to both quality of life and the local economy.

The relationship between these two objectives works in both directions. That is, while improvements in one category may have a positive effect on the other, neglect in one—or overemphasis on it—may have a drag-down effect on the other. In order to maximize the benefit of community projects and initiatives, the Building Communities methodology emphasized analysis and planning in both of these categories during the planning process.

Major Components of Planning Approach

The Building Communities planning approach brings together three important components to produce a strategic plan—people, analysis and action. These components were carefully combined and organized for White Mountain Apache Tribe in order to minimize time spent on relatively fruitless planning activities, while maximizing the power that each of the components brings to the process:

- **People:** The Plan Director, Plan Facilitator, Building Communities Support Staff, Steering Committee—and the Community at large
- **Analysis and Action:** Plan Week, which included these analyses and action-assignment sessions:
 - Key Success Factor Analysis
 - Community Organizer Assessment
 - Voice of the Community Meeting
 - Strategy & QOLs Selection Session
 - Assigning Essential Action Steps
 - Elevator Speech Session

The People

Communities are people. And, this strategic plan is a road map to better the individual and collective lives of its people. As such, the Building Communities methodology places high value on involvement of the people. In fact, perhaps more than any other strategic planning process currently in use, the Building Communities approach invites—no, requires!—community members themselves to do the analyses and evaluations, determine the strategic projects and initiatives to be pursued, develop the content which constitutes the “meat” of the completed strategic plan and conduct follow-up activities to ensure that it is implemented, with Building Communities guiding the process.

Contrast this to traditional approaches in which often “detached” hired consultants do most or all of the analyses, interpret local conditions, write the plan, and community members accept the resulting plan as “their own.” Though this is the common formula, it in many cases leads to strategic plans being little more than expensive dust collectors. This is no future, and the Building Communities methodology does not use this model.

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

- **Plan Directors:** Christine Holden and Joe Waters, WMAT Planning Department - Serve as the liaisons between Building Communities and White Mountain Apache Tribe; oversees community outreach efforts; assists in creating the Steering Committee; coordinates all planning and implementation efforts over the life of the plan.
- **Plan Facilitator:** Brian Cole, Building Communities Inc. - Deploys the Building Communities Strategic Planning methodology, tools and software; provides guidance and assistance to the Plan Director; conducts planning, analysis and content-development sessions; delivers the plan in its various drafts and forms.
- **Plan Week Coordinators:** Linda Haynes and Gail Stoneking, Economic Development for Apache County (EDAC), provide the essential preparatory work of scheduling, coordinating and communicating with the Plan Director, Plan Facilitator and Steering Committee members. During and after Plan Week activities, they provide resource support to the Plan Director, Plan Facilitator, Steering Committee members and the participating public. They also serve as meeting hosts, providing food and beverages for the comfort and convenience of the participants.
- **Building Communities Support Staff:** Though never visible to the community, Building Communities' support staff works behind the scenes to provide communities with effective and efficient planning tools, and to deliver a polished plan they can be proud of and use effectively.
- **Steering Committee:** Includes the Plan Director and represents the interests of White Mountain Apache Tribe in the planning process; participates in all Plan Week work sessions; invites community participation in the planning process; weighs all community input; selects strategies and initiatives for implementation; reviews and provides feedback on the draft final plan; leads implementation efforts during the life of the plan. White Mountain Apache Tribe Steering Committee members:
 - Arman Baha
 - Dustin Benarides
 - Shane Burnette
 - Noland Clay
 - Jeff Fuller
 - Consoni Hill
 - Bob Hitchcock
 - Brent Kurfe
 - Rochelle Lacopa
 - Randal Stern
 - Steve Taddie
 - AJ Taylor
 - Kino Torino
 - Nona Tuchawena
 - Jill Welch
 - Derreck Wheeler
- **Citizens of White Mountain Apache Tribe:** Includes all citizens and elected officials; provides crucial input during the Voice of Community Meeting and during plan review and adoption proceedings; assists and supports the Steering Committee during planning and implementation.

Overview of Plan Week

The bulk of the analysis and data gathering needed to build the strategic plan were accomplished during Plan Week—a term actually coined by a Building Communities client to describe the series of rapid-fire Building Communities planning sessions. For White Mountain Apache Tribe, Plan Week consisted of the seven sessions listed previously and was conducted in May of 2011.

Data-gathering and analysis sessions were first in the process. They drew on the knowledge and experience of Steering Committee members and community members. Evaluation sessions followed, in which collected data and information were assessed and weighed. Next were decision-making sessions during which Steering Committee members determined the strategies and initiatives which would define White Mountain Apache Tribe’s mission during the life of the plan. In the final session of Plan Week, Steering Committee members were invited to reflect on the results of the preceding sessions, and to merge these with White Mountain Apache Tribe’s identity and aspirations to create an expanded statement of its vision and direction.

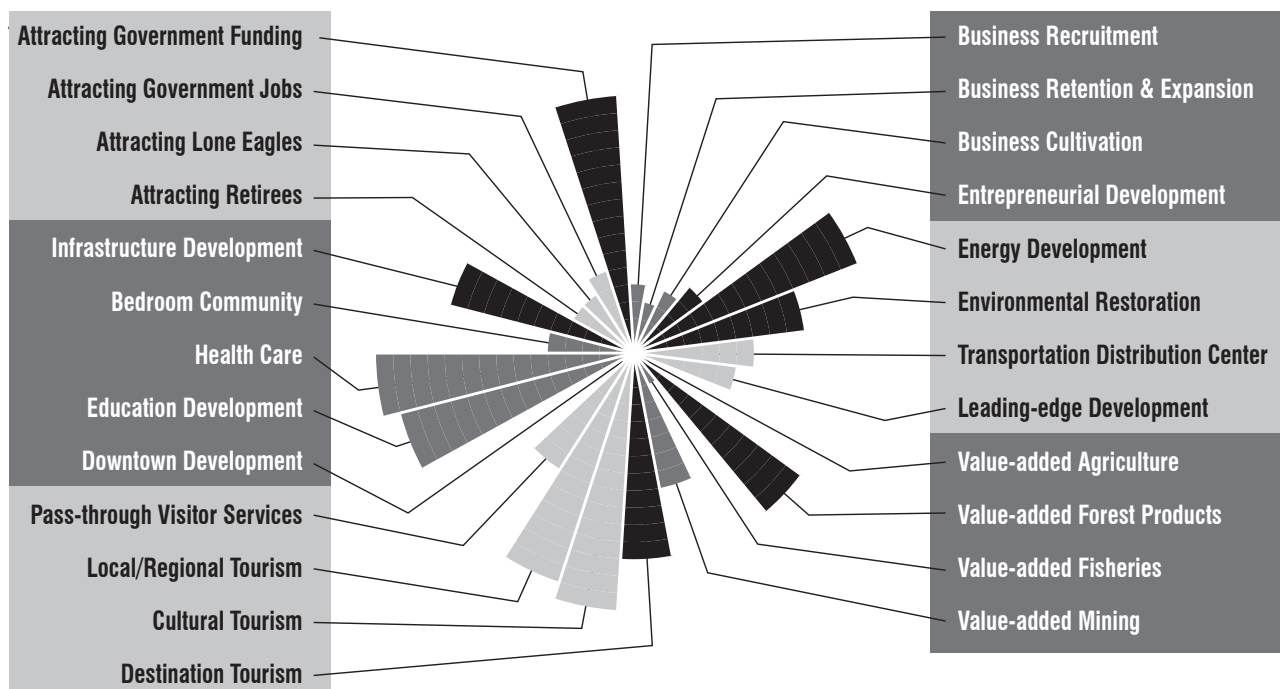
The seven sessions of Plan Week are designed to capture the “full body” of community and economic development considerations:

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

Session 1: Key Success Factor Analysis



Plan Week began with a fast-paced analysis of White Mountain Apache Tribe’s comparative advantage for a host of *Key Success Factors*—conditions, assets, abilities, etc. possessed by the community—related to 25 community and economic development strategies the community could pursue to improve economic condition and enhance quality of life.



this first session, and that the broader community also considered in a later session. Strategies ultimately selected appear as dark spokes, with the length of the spoke indicating the strategy's potential for successful implementation.

The input from this session yielded White Mountain Apache Tribe's *Prioritized Strategy Report*—a ranking of the 25 strategies on a scale of 0 to 100 based on the likelihood of successful implementation. This report, along with a more detailed explanation of its content, can be found in Section 2 of this plan.

Session 2: Quality-of-Life Initiatives



Unlike the 25 strategies, which are presented as a finite list, *Quality-of-life Initiatives* are an “open book” whose main purpose is to address quality-of-life issues of concern to the community. In Session 2 members of the Steering Committee were asked the question, “What would improve the quality of life in your community?” and invited to consider major issues or concerns they have about the livability in White Mountain Apache Tribe. In addition to the addressing specific issues, *Quality-of-life Initiatives* are also designed to capture development and sustainability elements consistent with the U.S. Department of Housing and Urban Development’s (HUD)’s Livability Principles:

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

Due to regional political sensitivities, this session was not conducted for WMAT. Notably, however, many of the projects identified during Plan Week are consistent with the Livability Principles.

Session 3: Community Organizer Assessment



One part of community and economic development strategic planning often ignored is determining the capacity of the community to implement its plan. Capacity relates to the human, financial and technical resources needed to generally engage in community and economic development activities, and considers such things as unity of vision, land-use policy, community attitude and organizational stability.

The Building Communities planning approach addresses this critical element in Session 3—the Community Organizer Assessment—in which were presented a series of questions specific to the community and business development development aspirations of the community. WMAT chose not to do the Community Organizer Assessment session.

Session 4: Voice of the Community Meeting



People from throughout the tribe were invited to evening sessions in White River and Cibecue to share their aspirations for WMAT and to provide feedback on the 25 possible strategies. Participants were asked whether they desired strategies to be implemented and whether they thought the tribe would be successful in implementing such strategies.

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



sessions.

After the Steering Committee considered the “full body” of community and economic development considerations it made a final selection of strategies and Quality-of-life Initiatives in Session 5. For the strategies, this was accomplished during a detailed review of all strategy-related information from previous

Session 6: Assigning Essential Action Steps



work in the Building Communities methodology. And, equally important (perhaps even more so) is community members assuming ownership of making these implementation decisions. The “Achilles heel” of many strategic plans is the disconnect between community members and their plan when implementation consists of little more than “the consultant says this is what we should do.”

Deciding *what* to do is almost always easier than determining how to get things done. Making decisions about how to begin implementation of selected strategies and initiatives, about who will lead these efforts for each strategy/initiative and determining exactly what steps need to be taken along the way is challenging

With these points in mind, during Session 6, each selected strategy and initiative was individually assigned to Steering Committee members or community organizations to act as “lead.”

Economic Development for Apache County (EDAC) and Building Communities met with WMAT on two occasions to discuss the specific Essential Action Steps for each selected strategy.

Building Communities will furnish WMAT a “fillable PDF” form the Steering Committee can use to enter and monitor progress on action steps.

Session 7: Elevator Speech



The final session returned to the heart of the matter: why are we doing strategic planning in the first place? Steering Committee members were asked to reflect on why they care about their community and what they desire for the future. During this time, the group explored and discussed what is unique about White Mountain Apache Tribe and what they expect as a result of conducting the strategic planning process. The result of this last session became the opening message in the plan and makes a unique statement about the heart of the community and what to expect in the plan—and during the years to come.

Section 2:

Plan Week Results

Plan Week Results

Overview

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

- Attracting Government Funding
- Destination Tourism
- Energy Development
- Entrepreneurial Development
- Environmental Restoration
- Infrastructure Development
- Value-added Forest Products

Strategy Selection Process

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

Each of the *Key Success Factors* was scored on a scale of ‘0’ to ‘4’. Where the Steering Committee determined that White Mountain Apache Tribe has a significant comparative advantage relative to its competition, that factor was scored a ‘4’. Where a particular Key Success Factor was determined to be relatively absent in White Mountain Apache Tribe, it was given a score of ‘0’. Intermediate scores from ‘1’ to ‘3’ were given for factors in the middle of the range.

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

Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Cultural Tourism	75	Tourism
Health Care	75	Community Development
Attracting Government Funding	74	Other
Energy Development	71	Sector-specific
Local/Regional Tourism	70	Tourism
Education Development	70	Community Development
Value-added Forest Products	58	Value-added
Destination Tourism	58	Tourism
Infrastructure Development	56	Other
Environmental Restoration	50	Sector-specific
Pass-through Visitor Services	40	Tourism
Value-added Mining	39	Value-added
Transportation Distribution Center	33	Sector-specific
Leading-edge Development	27	Sector-specific
Entrepreneurial Development	25	General Business
Bedroom Community	25	Community Development
Attracting Government Jobs	23	Other
Attracting Retirees	22	Other
Business Recruitment	21	General Business
Business Cultivation	19	General Business
Attracting Lone Eagles	19	Other
Business Retention and Expansion	14	General Business
Value-added Fisheries	9	Value-added
Value-added Agriculture	6	Value-added
Downtown Development	0	Community Development

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

community could successfully do so.

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

Enhanced Strategy Report

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
Education Development	270	100%	100%	Community Development
Cultural Tourism	264	100%	89%	Tourism
Health Care	264	100%	89%	Community Development
✓ Attracting Government Funding	262	100%	88%	Other
✓ Environmental Restoration	250	100%	100%	Sector-specific
✓ Value-added Forest Products	248	100%	90%	Value-added
✓ Energy Development	229	90%	89%	Sector-specific
Leading-edge Development	227	100%	100%	Sector-specific
Business Recruitment	221	100%	100%	General Business
✓ Destination Tourism	216	89%	90%	Tourism
✓ Entrepreneurial Development	214	100%	89%	General Business
Business Cultivation	209	100%	90%	General Business
Local/Regional Tourism	206	90%	67%	Tourism
✓ Infrastructure Development	199	90%	75%	Other
Value-added Agriculture	175	89%	80%	Value-added
Business Retention and Expansion	170	89%	78%	General Business
Attracting Government Jobs	140	78%	50%	Other
Pass-through Visitor Services	123	70%	56%	Tourism
Value-added Mining	120	44%	70%	Value-added
Value-added Fisheries	83	60%	56%	Value-added
Downtown Development	72	70%	44%	Community Development
Transportation Distribution Center	58	25%	63%	Sector-specific
Attracting Retirees	54	50%	44%	Other
Attracting Lone Eagles	-41	33%	13%	Other
Bedroom Community	-88	10%	0%	Community Development

Checkmarks (✓) indicate selected strategies.

With these various analyses and assessments in place, the Steering Committee's task was to choose the strategies which the community would ultimately advance. Consideration of the *Prioritized Strategy Report* yielded an initial selection of the "most viable" strategies.

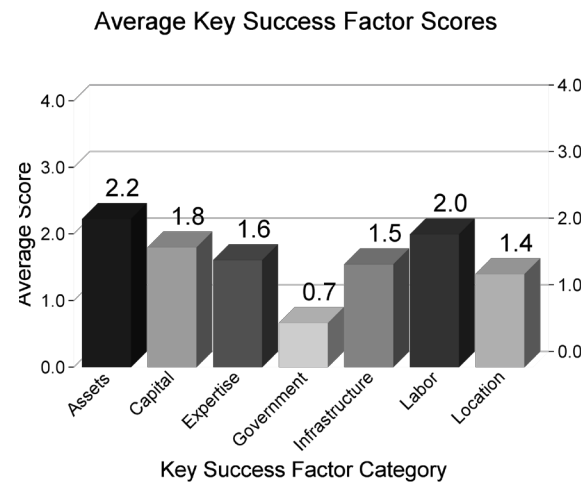
SWOT Analysis

Overall SWOT Summary

The Building Communities economic development strategic planning approach does not utilize a conventional strengths, weaknesses, opportunities and threats (SWOT) analysis as a starting point for the process. Instead, it presents *Key Success Factors* for community and economic development.

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

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



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

The category scores for WMAT mirror those of many rural and tribal communities. The higher scores of 2.2 for Assets and 2.0 for Labor present some opportunities for strategies to score higher, while the other category scores portend many of the strategy scores being lower than 50, signalling a need to be very selective (which the Steering Committee was).

The lowest score, 0.7 for Government, indicates a need for better communication within the tribe itself. The community and economic development agenda being led by the Tribe's Planning Department is highly ambitious and potentially beneficial to the entire population of WMAT. Building a governmental structure that matches the ambitious agenda is one of the the keys to successful implementation.

Key Success Factor Categories		AVG SCORE
Assets	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	2.2
Capital	Business debt and equity funding as well as consistent funding for development organizations to succeed.	1.8
Expertise	The skills, connections and abilities of local professionals.	1.6
Government	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	0.7
Infrastructure	The land, buildings and infrastructure necessary to advance many of the business development strategies.	1.5
Labor	The labor force of a community.	2.0
Location	The relative proximity of the community to the marketplace.	1.4
Scores reflect the community's relative capacity in each category on a scale from 0 to 4.		

Assets

The “Assets” category generally presents *Key Success Factors* unique to particular strategies. For example, the “availability of energy resources” is a unique Key Success Factor to the Energy Development strategy.

The Assets category shows a wide divergence—either such assets exist or they do not at WMAT. The Tribe has considerable strength with its energy resources, climate, potential for increased tourism and access to forest materials. Moreover, the Steering Committee members voice strong confidence in the potential for health care and education to be a stronger part of the Tribe’s future.

On the challenging side, low scores prevail related to current business activity, the lack of a downtown core, distance to markets and the lack of quality residential areas.

Key Success Factors - Assets

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

Capital

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

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

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

Key Success Factors - Capital

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

The split on the availability of money can generally be described in terms of the type of funding needed.

The Steering Committee gave high marks to the availability of capital for special uses such as government appropriations, as well as the forest products and energy sectors.

Funding, however, is generally not available for small business financing, supporting local development organizations and promoting the area.

Expertise

In this information age, it should be no surprise that one of the broadest and most important categories of Key Success Factors is expertise. The successful implementation of virtually every strategy requires expertise from a broad array of professionals in any community.

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

Although the Steering Committee did identify specific functions and offices that demonstrate strong expertise to advance the Tribe, in general the lack of expertise is a challenge for the implementation of this strategic plan. Approximately one-half of the factors scored a 0, indicating that capacity improvements will be needed in order to successfully implement a broad array of strategies.

Key Success Factors - Expertise

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

Government

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

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

Fully 10 of the 15 Government-related Key Success Factors scored a 0, generally signaling a lack of organized support for community and economic development activities. This finding, perhaps more than any other in this Plan, indicates that it must represent the beginning of a broadly accepted and organized effort to advance the interest of the Tribe as a whole. Without a broad and well-supported effort, it will be virtually impossible to significantly improve the long-term prosperity of the Tribe.

The Government-related factors related to tourism development are the bright spot on the list.

Key Success Factors - Government

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

Infrastructure

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

Three very positive factors lead a generally low-scoring list of infrastructure requirements for community and economic development. The positive infrastructure factors include land for industrial development and land for the expansion of educational offerings.

On the challenging side, WMAT faces distinct disadvantages with respect to internet speed, as well as land, buildings, and sewer/water infrastructure.

Key Success Factors - Infrastructure

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

Labor

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

Key Success Factors - Labor

Local, available, low-skill labor pool	2
Local, available, high-skill labor pool	2

The Steering Committee ranked the local labor force “average” in terms of being able to supply current and prospective businesses with needed labor. Since conducting Plan Week for WMAT, Building Communities has split the labor force factor into low-skill and high-skill levels. Building Communities estimates that the availability of high-skill labor is significantly less than low-skill labor.

Location

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

Key Success Factors - Location

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

Not surprisingly, most of the location Key Success Factors underscore the relative isolation of WMAT. Nonetheless, there is one perceived bright spot --being well situated to increase its market share of health care services.

Section 3:

Selected Strategies

Attracting Government Funding

Destination Tourism

Energy Development

Entrepreneurial Development

Environmental Restoration

Infrastructure Development

Value-added Forest Products

Selected Strategies

White Mountain Apache Tribe's Selected Strategies

Ultimately, the Steering Committee recommended the advancement of seven strategies to enhance the economic condition and overall quality of life for White Mountain Apache Tribe.

On the following pages, each strategy is listed and described. In addition, the overall objective of the strategy is presented as well as the strategy-specific results of the Key Success Factor Analysis. The Essential Action Steps associated with each strategy are also listed.

Two figures lead out on each strategy's page—"Score" and "Rank."

Score - This represents each strategy's overall score on a basis of 100 points, and is the result of the Steering Committee's collective responses to the Key Success Factor Analysis in the first session of Plan Week. A score of 85 or higher indicates a strategy that is highly recommended for advancement. A score of 70 to 84 indicates a strategy that should be seriously considered for advancement. A score below 70 indicates that there likely exist serious impediments to successful implementation of the strategy.

Rank - This represents the position of each strategy among all the strategies, based on its score.

The strategies selected by the White Mountain Apache Tribe Steering Committee are:

- Attracting Government Funding
- Destination Tourism
- Energy Development
- Entrepreneurial Development
- Environmental Restoration
- Infrastructure Development
- Value-added Forest Products

Strategies not selected include:

- Attracting Government Jobs
- Attracting Lone Eagles
- Attracting Retirees
- Bedroom Community
- Business Cultivation
- Business Recruitment
- Business Retention and Expansion
- Cultural Tourism
- Downtown Development
- Education Development
- Health Care
- Leading-edge Development
- Local/Regional Tourism
- Pass-through Visitor Services
- Transportation Distribution Center
- Value-added Agriculture
- Value-added Fisheries
- Value-added Mining

Recommendations for Implementation

Considerable time has elapsed between Plan Week and the completion of this planning document. This delay was intentional, allowing as much time as possible for the Steering Committee to consider the Essential Action Steps.

Because of the elapsed time, it is important for the Steering Committee to first meet solely to “remind itself” of the strategies contained in this strategic plan, and then to consider the task of writing Essential Action Steps.

Building Communities holds firmly to the belief that the Steering Committee, not EDAC or Building Communities, must take the next step of specifically envisioning “who will do what by when?” By self-assigning action steps, a higher (and essential) level of commitment to plan implementation is made.

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

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

Attracting Government Funding





Attracting Government Funding

SCORE: 74

RANK: 3

Strategy Summary

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

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

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

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

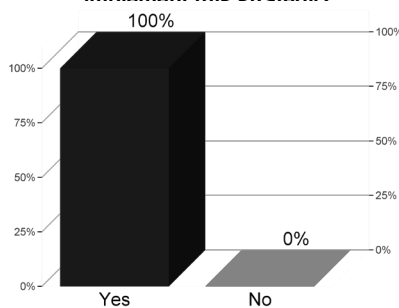
Voice of the Community Survey Results

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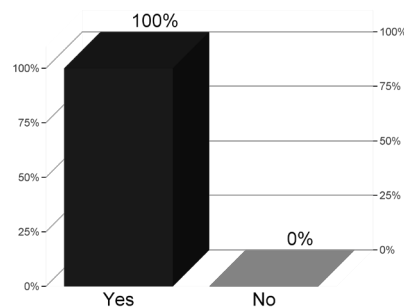
- whether or not they wanted to see White Mountain Apache Tribe implement this strategy, and
- whether or not they believed White Mountain Apache Tribe could successfully implement it.

Below is a summary of community responses:

Would you like to see White Mountain Apache Tribe implement this strategy?



Do you believe that White Mountain Apache Tribe can successfully implement this strategy?



Objectives of Strategy Implementation

The WMAT Planning Department has already proven itself quite adept at securing government funding for development projects, led by the funding set aside for the development of a new reservoir that will provide a steady water resource for downstream cities.

The Planning Department has a commitment to attracting funding, and has staff dedicated to this purpose.

Given that the federal government has funding programs dedicated to supporting Native American tribes, WMAT is in a good position to continue to successfully advocate for government funding. This strategic plan can be used as support for future funding requests.

Findings from the Key Success Factor Analysis

The top two Key Success Factor advantages—the availability of funding and the ability to apply—is the one-two punch for successful implementation of this strategy.

Key Success Factor Report - Attracting Government Funding

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

Selected Strategy:

Destination Tourism





Destination Tourism

SCORE: 58

RANK: 8

Strategy Summary

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

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

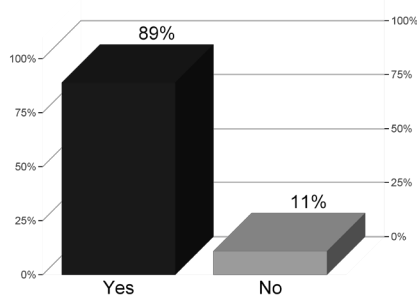
Still other communities are able to build new facilities and attractions that position the community to attract travelers from hundreds—if not thousands—of miles away.

Destination travelers tend to expend more discretionary income every day than pass-through travelers. As such, destination travel is a more significant contributor to local economies.

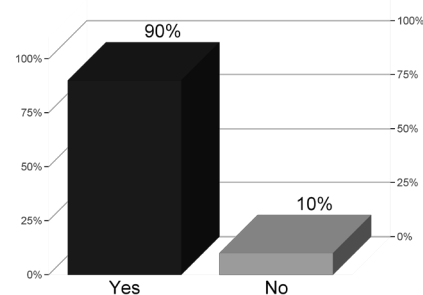
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Objectives of Strategy Implementation

The primary tourism resource for WMAT is Sunrise Park Resort, a ski resort at a 9,200-foot base elevation ranging to 11,000 feet. WMAT believes that Sunrise Park Resort can become the premier ski destination in the Southwest, and has plans to invest as much as \$30 million in the facility. In fact, the future of Sunrise Park Resort was the very first project that members of the soon-to-be formed Consortium discussed, and remains a location of great common interest.

The Tribe recognizes that it needs to better integrate its marketing efforts with the region and the state. The communities of the region stand to benefit greatly by more activity at Sunrise, because the lodging and dining establishments of the nearby communities gain significantly by the winter business activity.

Findings from the Key Success Factor Analysis

The Steering Committee believes that WMAT already possesses two significant advantages: a tremendous visitor destination and the ability to market the attraction. The primary need for the attraction itself is investment—in the ski runs and the lodge.

Still, Sunrise will always be a fair distance (over 200 miles) from Phoenix, so physical improvements combined with effective marketing and promotion will always be a key for WMAT.

Key Success Factor Report - Destination Tourism

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Proximity to nationally recognized attractions Sophisticated tourism development & promotion	No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
Proximity to scheduled air service	Sufficient marketing, promotion, or public relations budget Adequate housing for labor force Local government support

Selected Strategy:

Energy Development





Energy Development

SCORE: 71

RANK: 4

Strategy Summary

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

Renewable energy options include wind, solar, biomass, 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.

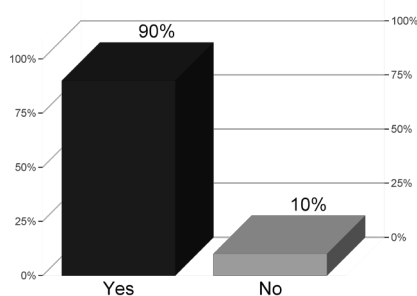
For many states and communities, traditional non-renewable energy development and production using coal, oil or natural gas has significant potential. In these cases, proximity to the energy resource is not only necessary, but can become the catalyst in creating a local industry with or without significant local community advocacy.

America's commitment to energy independence is generally seen as dependent upon all forms of energy development—both renewable and non-renewable. At the same time, increasing emphasis on energy conservation--efficiency through green building practices and retrofitting is becoming a more common element in public policy supporting that development.

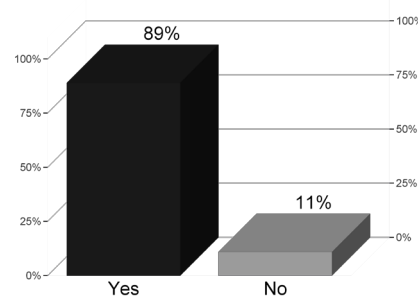
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Do you believe that White Mountain Apache Tribe can successfully implement this strategy?



Objectives of Strategy Implementation

Energy development projects can come in several forms for WMAT, including hydropower development from the planned new reservoir and through biomass opportunities from proximity to forest materials. Projects such as these have significant capital requirements, and will require a strong public/private partnership to successfully execute.

Findings from the Key Success Factor Analysis

The Key Success Factors for an Energy Development strategy are quite positive, led by the “big three” of available energy resources, the ability to negotiate financing, and the ability to pull together a team of experts to advance the project.

Steering Committee members also believe that they can get the new power resource to the market place with adequate transmission capacity.

Arizona has a focus on renewable energy as a priority economic development strategy, although increasing investments in solar energy is the primary emphasis. Nonetheless, the Tribe may be able to weave positive policies and incentives into its development interests.

Key Success Factor Report - Energy Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Availability of energy resources Ability to secure power-purchase agreements Ability to build a team comprised of energy-development experts	No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	Access to large-scale capital Local government support

Entrepreneurial Development





Entrepreneurial Development

SCORE: 25

RANK: 15

Strategy Summary

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

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

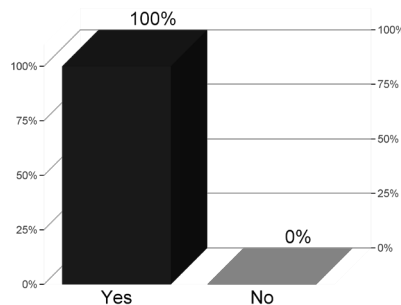
Often referred to as microenterprise development, some programming exists to assist businesses with access to capital, resources for labor force improvement, business coaching and/or partnerships with local educational institutions.

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

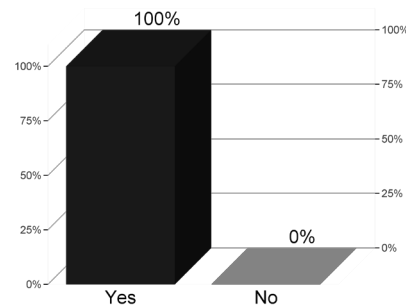
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Objectives of Strategy Implementation

Like many Native American tribes, an opportunity for entrepreneurial development exists if the people can combine elements of their strong cultural background with present-day business capacity, generally through education and training. Steering Committee members believe that there is an entrepreneurial base of people who could contribute to improving the local economy by capitalizing on their traditional talents.

Findings from the Key Success Factor Analysis

As the table indicates, the Steering Committee believes that the area has a comparative advantage related to the entrepreneurial talents of its people. In addition, the Committee believes that the education system of the area can play an important role in supporting the development and use of these talents.

On the negative side, the challenges to this strategy relate to available financing for businesses, poor telecommunications technology and the lack of a support position to assist entrepreneurs.

Key Success Factor Report - Entrepreneurial Development

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

Selected Strategy:

Environmental Restoration





Environmental Restoration

SCORE: 50

RANK: 10

Strategy Summary

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

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

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

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

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

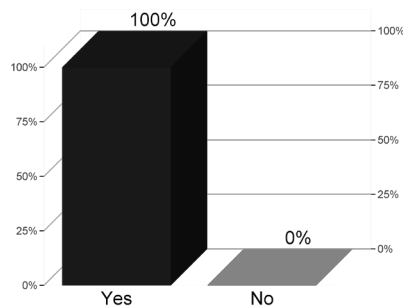
Of critical importance is the formation of a local team that can network with state and/or federal contacts to attract the funding necessary to assess and address the environmental problem.

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

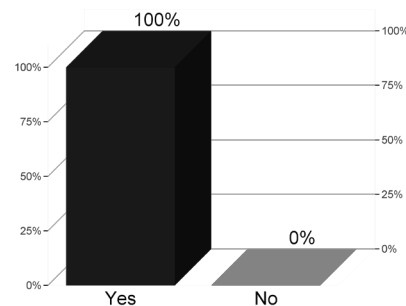
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Do you believe that White Mountain Apache Tribe can successfully implement this strategy?



Objectives of Strategy Implementation

Typically, communities that are pursuing an Environmental Restoration strategy based their work on the redevelopment of a former industrial site. For WMAT, however, this strategy relates to work to maintain a healthy forest through proper forest management, as well as to reinvest in its mill site.

One of the top priorities of the Tribe is to benefit from a federal carbon credit program that could bring significant funding to the Tribe by wise use and preservation of a portion on its forested area.

Findings from the Key Success Factor Analysis

As this Plan is being finalized, WMAT is already working on the implementation of this strategy. The Key Success Factors that are traditional to this strategy are less relevant due to the focus on forest restoration rather than just industrial site clean-up.

Key Success Factor Report - Environmental Restoration

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

Infrastructure Development





Infrastructure Development

SCORE: 56

RANK: 9

Strategy Summary

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

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

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

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

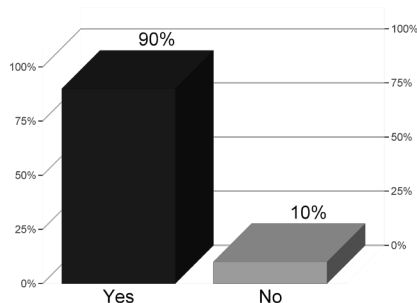
The federal government, and most state governments, provide long-term, low-interest debt financing to advance eligible infrastructure projects. At times, particularly when immediate job creation opportunities arise, grant funding is available for infrastructure development.

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

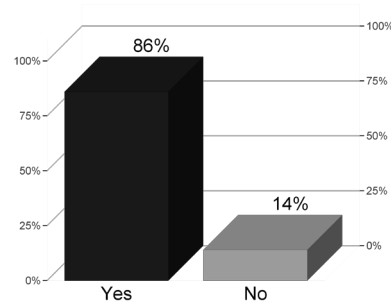
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Objectives of Strategy Implementation

The planning and economic development office for WMAT has a huge and positive vision for the future of White River and the entire Reservation. One of the basics, however, that must be addressed in order to achieve this vision is the condition of its infrastructure—water, sewer, and roads.

Infrastructure improvements are key to virtually every single project being envisioned—whether industrial, commercial or residential development.

Findings from the Key Success Factor Analysis

Three of the four Key Success Factors are positive, setting a potential course for success. WMAT has a relatively good idea of the improvements that are necessary, and the associated costs of those improvements. Additionally, WMAT has a good team in place to identify funding sources and work toward attracting the needed funding for development.

Key Success Factor Report - Infrastructure Development

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

Value-added Forest Products





Value-added Forest Products

SCORE: 58

RANK: 7

Strategy Summary

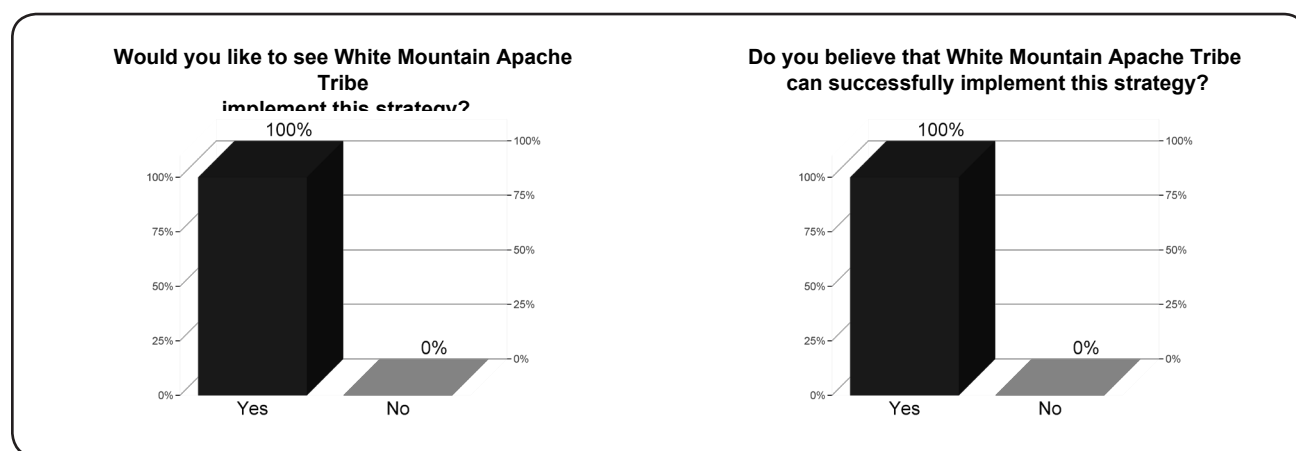
A variety of products can be produced from our federal, state, and private forests. Most commonly, lumber is produced from timber. Additionally, forests produce other potential products including fuel for biomass energy, hardwood for furniture manufacturing and flooring, and miscellaneous forest products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

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

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

Voice of the Community Survey Results

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



Objectives of Strategy Implementation

WMAT has long been in the forest products business. The combination of proximity to the forest and the ability to circumvent many of the regulatory challenges that befall such businesses off of the Reservation has put WMAT in a competitive position.

Many factors, however, have combined to shut down the existing mill at WMAT. Like other value-added industries, the cost of equipment, labor, and access to markets makes it a great challenge simply to reopen a sawmill.

Nevertheless, for WMAT the restart of the sawmill represents a great opportunity. The creation of long-term, basic sector jobs would be a huge boon to the Tribe, and a great opportunity for its people to create products of great value.

The restart of the sawmill is a top priority for the Tribe and its economic development efforts. Recent progress on this front could lead to this major economic development achievement.

Findings from the Key Success Factor Analysis

At first glance, the list of Key Success Factor advantages and disadvantages would seem to be sobering. Upon a closer look, however, WMAT has a substantial comparative advantage on what arguably are the two most significant factors: availability of forest materials and the ability to secure long-term contracts to access the materials. Compared to non-tribal forest products manufacturers, value-added forest products operations on the Reservation are quite favorable—but still present challenges.

With the Southwestern United States seeming to rebound from the weak housing market, a forest products strategy could be very well timed.

Yet, only a well thought out and executed business plan will be able to turn these two significant advantages into a business enterprise that overcomes the challenges that remain to this strategy.

Key Success Factor Report - Value-added Forest Products

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Proximity and access to forests and forest products Ability to secure long-term contracts for forest materials	No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
Availability of local land Availability of local buildings Availability of local infrastructure	Access to large-scale capital Ability to successfully market materials Proximity and access to markets Ability to understand industry trends and opportunities

Appendix

Prioritized Strategy Report
Strategy Recommendations
Strategies by Group
Alphabetical Listing of Strategies
Key Success Factor Report

Appendix A

Prioritized Strategy Report

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
Cultural Tourism	75	100%	89%	Tourism
Health Care	75	100%	89%	Community Development
Attracting Government Funding	74	100%	88%	Other
Energy Development	71	90%	89%	Sector-specific
Local/Regional Tourism	70	90%	67%	Tourism
Education Development	70	100%	100%	Community Development
Value-added Forest Products	58	100%	90%	Value-added
Destination Tourism	58	89%	90%	Tourism
Infrastructure Development	56	90%	75%	Other
Environmental Restoration	50	100%	100%	Sector-specific
Pass-through Visitor Services	40	70%	56%	Tourism
Value-added Mining	39	44%	70%	Value-added
Transportation Distribution Center	33	25%	63%	Sector-specific
Leading-edge Development	27	100%	100%	Sector-specific
Entrepreneurial Development	25	100%	89%	General Business
Bedroom Community	25	10%	0%	Community Development
Attracting Government Jobs	23	78%	50%	Other
Attracting Retirees	22	50%	44%	Other
Business Recruitment	21	100%	100%	General Business
Business Cultivation	19	100%	90%	General Business
Attracting Lone Eagles	19	33%	13%	Other
Business Retention and Expansion	14	89%	78%	General Business
Value-added Fisheries	9	60%	56%	Value-added
Value-added Agriculture	6	89%	80%	Value-added
Downtown Development	0	70%	44%	Community Development

Appendix B

Strategies by Group

STRATEGY	SCORE	STRATEGY GROUP
Business Recruitment	21	General Business
Business Retention and Expansion	14	General Business
Business Cultivation	19	General Business
Entrepreneurial Development	25	General Business
Energy Development	71	Sector-specific
Environmental Restoration	50	Sector-specific
Transportation Distribution Center	33	Sector-specific
Leading-edge Development	27	Sector-specific
Value-added Agriculture	6	Value-added
Value-added Forest Products	58	Value-added
Value-added Fisheries	9	Value-added
Value-added Mining	39	Value-added
Destination Tourism	58	Tourism
Cultural Tourism	75	Tourism
Local/Regional Tourism	70	Tourism
Pass-through Visitor Services	40	Tourism
Downtown Development	0	Community Development
Education Development	70	Community Development
Health Care	75	Community Development
Bedroom Community	25	Community Development
Infrastructure Development	56	Other
Attracting Retirees	22	Other
Attracting Lone Eagles	19	Other
Attracting Government Jobs	23	Other
Attracting Government Funding	74	Other

Appendix C

Alphabetical Listing of Strategies

STRATEGY	SCORE	STRATEGY GROUP
Attracting Government Funding	74	Other
Attracting Government Jobs	23	Other
Attracting Lone Eagles	19	Other
Attracting Retirees	22	Other
Bedroom Community	25	Community Development
Business Cultivation	19	General Business
Business Recruitment	21	General Business
Business Retention and Expansion	14	General Business
Cultural Tourism	75	Tourism
Destination Tourism	58	Tourism
Downtown Development	0	Community Development
Education Development	70	Community Development
Energy Development	71	Sector-specific
Entrepreneurial Development	25	General Business
Environmental Restoration	50	Sector-specific
Health Care	75	Community Development
Infrastructure Development	56	Other
Leading-edge Development	27	Sector-specific
Local/Regional Tourism	70	Tourism
Pass-through Visitor Services	40	Tourism
Transportation Distribution Center	33	Sector-specific
Value-added Agriculture	6	Value-added
Value-added Fisheries	9	Value-added
Value-added Forest Products	58	Value-added
Value-added Mining	39	Value-added

Appendix D - Key Success Factor Report

Key Success Factors with a Score of “4”:

- Availability of energy resources
- Desirable climate
- Existing or prospective cultural attraction
- Expandable educational institution
- Financially sound existing health care facility
- Local recreational and visitor attractions
- Proximity and access to forests and forest products
- Proximity to nationally recognized attractions
- Insulation from industrial business annoyances
- Ability to secure long-term contracts for forest materials
- Ability to secure power-purchase agreements
- Availability of appropriated funds
- Ability to build a team comprised of energy-development experts
- Competent, strategic-minded hospital and health-care executives
- Cultural development and advocacy organization
- Local ability to identify and advance a funding proposal
- Sophisticated tourism development & promotion
- Availability of brownfield sites
- Availability of industrial-zoned land for industrial park development
- Land/Buildings/Campus for education development
- Prospect of an expanded geographic market for health care

Key Success Factors with a Score of “3”:

- Accurate, long-term analysis of infrastructure needs and costs
- Proximity to raw materials and minerals
- Sufficient local entrepreneurial base
- Access to long-term infrastructure loans and grants
- Competitive recruitment incentives
- Relative sophistication in coordinating and marketing local events
- Team approach to infrastructure finance
- Local focus on revenues from visitors

Key Success Factors with a Score of “2”:

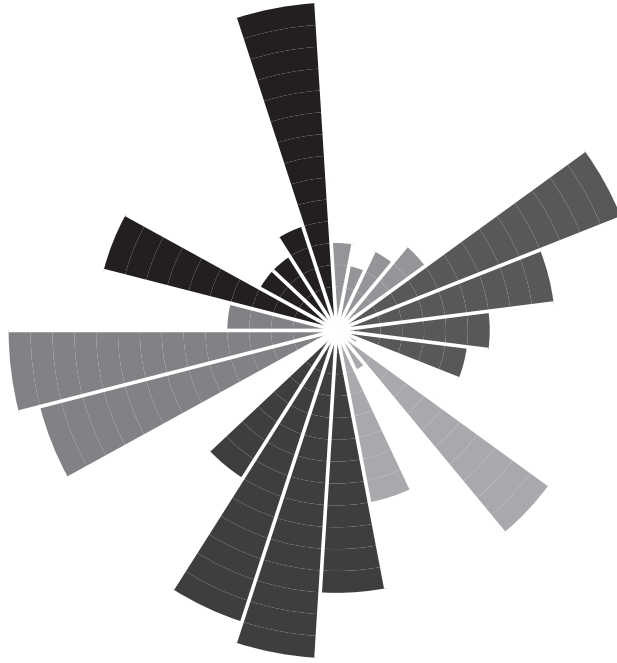
- Ability to identify product and service gaps
- Capable, experienced economic development professionals
- Cooperation of economic development staff and educational community
- Existing excellence in local health care
- Supportive post-secondary education training program
- Community acceptance of the visitor industry
- Strong community support
- Supportive state energy policies and incentives
- Proximity to transmission lines with excess capacity
- Local, available, low-skill labor pool
- Local, available, high-skill labor pool
- Advantageous location for government or education expansion

Key Success Factors with a Score of “1”:

- Quality residential neighborhoods
- Available, desirable housing
- Existence of recreational amenities
- Proximity to travel routes
- Support from local education professionals at all levels
- Strong state and/or federal legislative delegation
- Availability of local land
- Availability of local buildings
- Availability of local infrastructure
- Proximity to scheduled air service

Key Success Factors with a Score of “0”:

- High availability of urban services
- Proximity to fisheries commodities
- Proximity to large volumes of agricultural commodities
- Proximity to urban population and workforce centers
- Recognizable central business district/downtown
- Sufficient base of local businesses
- Access to small business financing
- Access to large-scale capital
- Dedicated local financial resources for staffing recruiters
- Local funding for downtown development
- Sufficient marketing, promotion, or public relations budget
- Ability to compete in a global market
- Ability to network and attend relevant trade shows
- Ability to successfully market materials
- Ability to understand industry trends and opportunities
- Dedicated business coaching staff
- Downtown organization and staff
- Implementation of national Main Street Four-Point Approach™
- Relationship with site selectors
- Sophisticated use of the internet for marketing
- Staff focused on recruitment objectives
- Active engagement of downtown building and business owners
- Community support for needed infrastructure rate increases
- Favorable state policies with respect to office locations
- Local government support
- Local pro-business climate
- Projected growth in government budgets
- Strong relations between economic development organization and local businesses
- Support for attracting retirees
- Support from local businesses
- Supportive local government policy and focus
- Adequate housing for labor force
- Adequate telecommunications infrastructure
- Excess water and sewer infrastructure capacity
- High-speed internet
- Proximity and access to markets
- Strategic location for distribution centers



White Mountain Apache Tribe

Strategy Thumbprint™ by Building Communities, Inc.



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