

BODAWAY-GAP ARIZONA

Economic Development Strategic Plan



Final Plan—May 2014



A Building Communities™
Strategic Plan

Bodaway-Gap, Arizona Economic Development Strategic Plan

Prepared for
Bodaway-Gap

Prepared by



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Executive Summary

Executive Summary

Our Community and Vision

The breathtaking landscape of the Bodaway-Gap Chapter near the Grand Canyon on the Navajo Nation reflects the resilient spirit of the residents of this severely marginalized community. The incredible beauty of this landscape sits in sharp contrast to the deplorable conditions created for residents through a political and bureaucratic nightmare known as the Bennett Freeze. In 1966, a ban on all development was instituted by Robert Bennett, Commissioner of Indian Affairs,



when ownership of 1.6 million acres became the source of contention and dispute between the Navajo Nation and the Hopi Tribe. That ban on improvements or new development created living conditions for the residents within the Bennett Freeze area that one would be hard-pressed to find, even in third-world countries. The Bodaway-Gap Chapter is geographically the largest Chapter on the Navajo Nation. Eighty percent of it lies within the Bennett Freeze area. Arguably, Bodaway-Gap is the community most impacted by the Bennett Freeze.

In traditional Navajo fashion, Bodaway-Gap residents have carved out their own opportunities through ingenuity, hard work and perseverance. They have relied on tradition and culture to keep them going through very difficult circumstances. Many families still farm and graze sheep and cattle on long-standing grazing leases. Entrepreneurs and craftsmen work with each other in a well-established, grassroots organization known as the Antelope Trails Vending Organization (ATVO), to sell their jewelry and other handcrafts along the heavily traveled routes to the Grand Canyon and Lake Powell.

Fortunately, the ban on all development was lifted in 2009, and true to their tenacious character, the people of Bodaway-Gap went to work preparing for better days ahead. Tremendous strides have been made in the last few years and Chapter leaders should be commended for their foresight and quick action in preparing the Chapter to address the critical needs of community members. Infrastructure trunklines are now in place and five areas have officially been withdrawn from the grazing allotments and set aside for housing development. This is far more significant than one might realize, unless you are familiar with land-use on the Navajo Nation and the egregious conditions created by the inability to repair, replace or build within the Bennett Freeze area. Housing is absolutely critical to the future of Bodaway-Gap.

Bodaway-Gap can also boast about their superior telecommunications infrastructure, water and sewer infrastructure and their ability to organize themselves and keep a project moving forward.

Despite all of the challenges during the past 50 years, the Bodaway Gap Chapter can have a bright tomorrow because of the commitment from the Bodaway-Gap residents to boldly step into their future with commitment, energy and hope.

Background and Context for Planning

Several important steps were taken by the Bodaway-Gap Chapter prior to this planning exercise. These foundational steps are mentioned above and provide a richer context for this planning process. Community

residents have already been engaged in dialogue about the future of their community, and participated in the Former Bennett Freeze Area Recovery Plan (FBF Plan) in August 2008.

The decision to bring Building Communities into Bodaway-Gap was a deliberate measure to help the community in specific planning exercises and to provide capacity-building assistance. The Building Communities approach to community and economic development was a perfect fit for Bodaway-Gap. Residents responded well to the methodology.

Scope of Plan

This plan has a three- to five-year scope and focuses on the needs of the community collectively. While it will take years to recover from the impact of the Bennett Freeze, this plan will serve as the foundation for both immediate and future planning.

Looking to the Future

Bodaway-Gap Chapter officials and residents have a strong desire to set the example and lead the way for other Navajo communities into economic prosperity. The Steering Committee consists of intelligent, dedicated community members who possess a variety of experience and skills. They have great vision and are committed to the hard work and creative thinking that it will take to realize their vision for a self-reliant community that adequately reflects the beauty of their surroundings and their spirit.

The future of Bodaway-Gap is in strong, capable hearts and hands that understand the concept of giving back to their community, building upon their strengths and continually moving forward with determination and hope.

Community and Economic Development Strategies

- Business Recruitment
- Cultural Tourism
- Destination Tourism
- Pass-through Visitor Services
- Value-added Agriculture

Quality-of-Life Initiatives

- Housing
- Senior Citizens Center
- Chapter House Improvements
- Veteran's Center

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, Bodaway-Gap 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 14 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, Bodaway-Gap’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 Bodaway-Gap’s vision—a palpable manifestation of its values and desires—while the strategies and initiatives which constitute the bulk of the plan define Bodaway-Gap’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 Bodaway-Gap, 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 Bodaway-Gap in order to minimize time spent on relatively fruitless planning activities, while maximizing the power that each of the components brings to the process:

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

The People

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

Contrast this to traditional approaches in which often “detached” hired consultants do most or all of the analyses, interpret local conditions, write the plan, and community members accept the resulting plan as “their own.” Though this is the common formula, it in many cases leads to strategic plans being little more

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

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

- **Plan Director:** Brian Kensley, Bodaway-Gap Chapter Manager- Serves as the liaison between Building Communities and Bodaway-Gap; oversees community outreach efforts; assists in creating the Steering Committee; coordinates all planning and implementation efforts over the life of the plan.
- **Plan Facilitator:** Karalea Cox, Building Communities Inc. - Deploys the Building Communities Strategic Planning methodology, tools and software; provides guidance and assistance to the Plan Director; conducts planning, analysis and content-development sessions; delivers the plan in its various drafts and forms.
- **Building Communities Support Staff:** Though never visible to the community, Building Communities' support staff works behind the scenes to provide communities with effective and efficient planning tools, and to deliver a polished plan they can be proud of and use effectively.
- **Steering Committee:** Includes the Plan Director and represents the interests of Bodaway-Gap 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. Bodaway-Gap Steering Committee members:
 - Gevern J. Begay
 - Vanessa Billings
 - Eddie Calnimpewa
 - Joyce Dale
 - Cynthia Etsitty
 - Alta Graymountain
 - Janice Haskie
 - Nadeen Haskie
 - Lewis John
 - Harley Johnson
 - Kilroy Johnson
 - Colleen Mountain
 - Jeanette Sloan
 - Aaron Smith
- **Citizens of Bodaway-Gap:** 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 Bodaway-Gap, Plan Week consisted of the seven sessions listed previously and was conducted November 12 and 13, 2013.

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 Bodaway-Gap's

mission during the life of the plan. Initial plan implementation steps were also determined by the Steering Committee in the later sessions, and finalization of these “*Essential Action Steps*” is currently underway. In the final session of Plan Week, Steering Committee members were invited to reflect on the results of the preceding sessions, and to merge these with Bodaway-Gap’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:

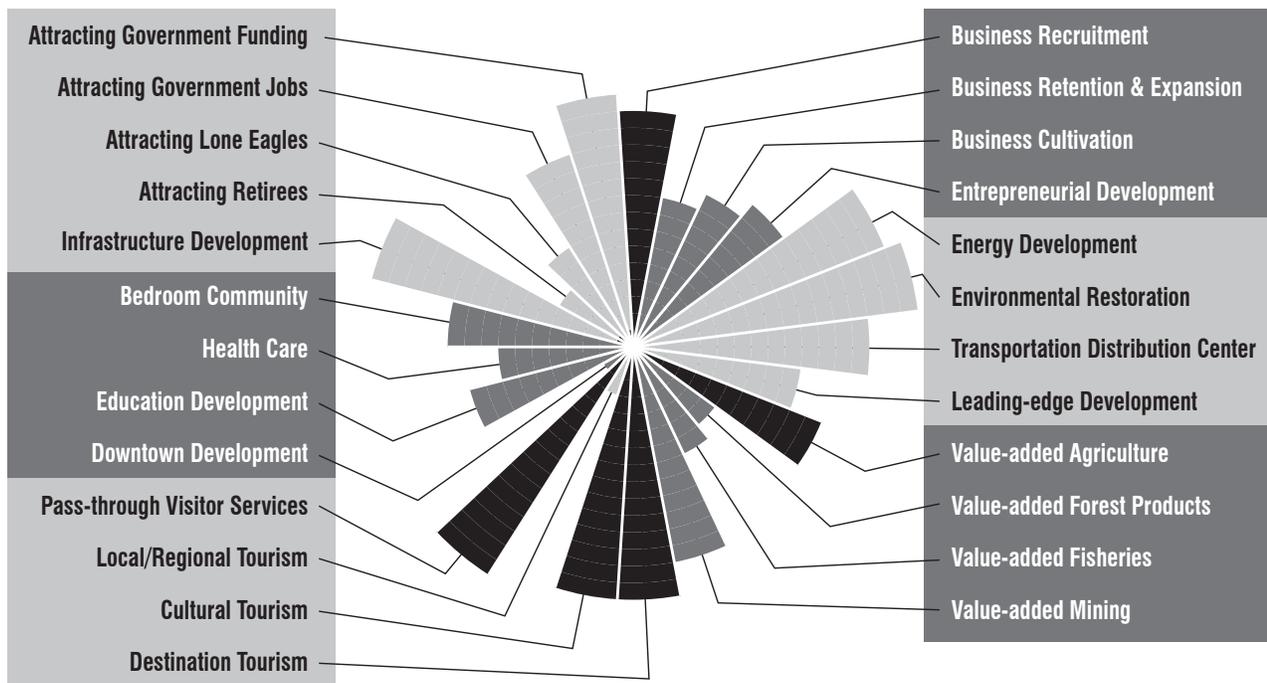
- A logical assessment of what the community **should do** based on the likelihood of success (the “mind”)
- The passion the community has to advance in a desired direction, or what it **wants to do** (the “heart”)
- The capacity of the community to advance based on its human, financial and technical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

Session 1: Key Success Factor Analysis



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

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



The input from this session yielded Bodaway-Gap’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 Bodaway-Gap. In addition to the addressing specific issues, *Quality-of-life Initiatives* are also designed to capture development and sustainability elements consistent with the U.S. Department of Housing and Urban Development’s (HUD)’s Livability Principles:

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

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

- Chapter House improvements
- Community place/space
- Emergency response
- Firehouse
- Housing
- Public safety
- Senior citizen center
- Sense of community
- Travel distances for services
- Veterans’ center
- Water line for livestock

These initiatives were presented to the broader community in a later session for their consideration and input, before the final selection of initiatives to pursue was completed by the Steering Committee. A more detailed treatment of the *Quality-of-life Initiatives* follows in Section 4 of this plan.

Session 3: Community Organizer Assessment



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

The Building Communities planning approach addressed this critical element in Session 3—the *Community Organizer Assessment*—in which were presented a series of questions specific to the community and business development development aspirations of the community. This yielded a report detailing specific recommendations about how Bodaway-Gap can increase its capacity in order to successfully implement its strategic plan. The results of the *Community Organizer Assessment* can be found in Section 5 of this plan.

Session 4: Voice of the Community Meeting



The entire community was invited to Session 4, a town-hall-style meeting carefully designed to receive broader input about the same strategies and initiatives being considered by the Steering Committee. During this meeting, two overall objectives were met.

First, the community was asked to consider the 25 strategies earlier presented to the Steering Committee and answer the following questions in relation to each:

- Would you like to see this strategy implemented in Bodaway-Gap?
- Do you believe that Bodaway-Gap can successfully implement this strategy?

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

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



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

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

Session 6: Assigning Essential Action Steps



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

With these points in mind, during Session 6, each selected strategy and initiative was individually assigned to Steering Committee members or community organizations to act as “lead.” Committee members were then introduced to an online tool designed by Building Communities to help them identify *Essential Action Steps* (EASs) for each strategy/initiative and “Tasks” for each EAS. Essentially, designated Steering Committee members were assigned to detail “who will do what by when, and with what resources” for each strategy and initiative. Building Communities takes great pride in being able to work with and engage great people in accomplishing such a huge task. We applaud you all!

Session 7: Elevator Speech



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

Objectivity of Planning Methodology

Great care was taken during Plan Week to avoid traditional strategic planning pitfalls. One of the most common of these pitfalls is the tendency in communities for the “loudest voice” or “most important person in the community” to dominate discussions and to silence (intentionally or otherwise) those who might disagree or, quite frankly, have better ideas. The Building Communities methodology used by Bodaway-Gap employed a system which collected participants’ public responses to important questions anonymously in real-time. Because initial responses were given privately and silently, results were very likely genuine and representative of participants’ true positions. This ensured that discussions were fruitful, and that the issues, initiatives and concerns discussed were representative of the group rather than reflective of the opinion of one or two people. In other words, this provision for anonymity made what is, by its nature, very subjective work as objective as possible.

Conclusion

The desire of the Chapter to see this planning process result in action has been met. Immediately after Plan Week, community leaders collaborated to submit a grant application to develop facilities for one of the most urgent and important projects--support for the Antelope Trails Vending Organization.

The effort was widely supported, including by the newly formed Western Navajo Agency Steering Committee, which was established to support projects and initiatives important to the 18 Chapters of Western Navajo Agency.

The Chapter continues to see its efforts in a broader context, and desires to be proactive to create better economic conditions and improved quality of life.

Section 2:

Plan Week Results

Plan Week Results

Overview

To gather the information from which to begin formulating Bodaway-Gap'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 Bodaway-Gap'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 Bodaway-Gap:

- Business Recruitment
- Cultural Tourism
- Destination Tourism
- Pass-through Visitor Services
- Value-added Agriculture

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

- Housing
- Senior Citizen Center
- Chapter House Improvements
- Veterans' Center

Strategy Selection Process

As mentioned briefly in Section 1, the Bodaway-Gap 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 Bodaway-Gap’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 Bodaway-Gap 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 Bodaway-Gap, it was given a score of ‘0’. Intermediate scores from ‘1’ to ‘3’ were given for factors in the middle of the range.

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

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

Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Environmental Restoration	83	Sector-specific
Infrastructure Development	81	Other
Pass-through Visitor Services	80	Tourism
Energy Development	79	Sector-specific
Destination Tourism	77	Tourism
Cultural Tourism	74	Tourism
Attracting Funding	74	Other
Business Recruitment	68	General Business
Logistics Centers	68	Sector-specific
Value-added Mining	67	Value-added
Value-added Agriculture	61	Value-added
Attracting Government Jobs	61	Other
Entrepreneurial Development	55	General Business
Bedroom Community Development	54	Community Development
Leading-edge Development	52	Sector-specific
Business Cultivation	50	General Business
Education Development	50	Community Development
Business Retention and Expansion	47	General Business
Health Care Expansion	41	Community Development
Attracting Lone Eagles	36	Other
Value-added Fisheries	34	Value-added
Value-added Forest Products	30	Value-added
Attracting Retirees	24	Other
Local/Regional Tourism	15	Tourism
Downtown Development	10	Community Development

The results of the *Voice of the Community Meeting* were then weighed, factored and combined with the results of the *Key Success Factor Analysis* to produce the *Enhanced Strategy Report*. This report provided the Steering Committee with a more complete view about the desires and confidence level of both leaders and citizens with respect to each of the 25 potential strategies. This information, along with the *Prioritized Strategy Report*, served as the foundation for the final strategy selection process.

In addition, before strategies were actually selected, the Steering Committee was asked to assess the capacity of the community to carry out both general and specific community and economic development activities. This was done during the *Community Organizer Assessment* session during *Plan Week*. The recommendations that resulted from that session will help the community refine and increase its capacity to work together and succeed as it begins implementing the strategic plan.

With these various analyses and assessments in place, the Steering Committee's task was to choose the strategies which the community would ultimately advance. Consideration of the *Prioritized Strategy Report* yielded an initial selection of the "most viable" strategies. The *Enhanced Strategy Report* was then considered. Each of the top twelve scoring strategies were analyzed by community input and the relative strengths and weaknesses assessed in the *Key Success Factor Analysis*. Careful consideration was given to the nature of the weakness in each strategy and the community's ability to address those weaknesses if the strategy was chosen. Overall, the Steering Committee chose five strategies, four of them in the top five.

Enhanced Strategy Report

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
✓ Cultural Tourism	252	100%	89%	Tourism
✓ Pass-through Visitor Services	246	89%	94%	Tourism
✓ Destination Tourism	245	100%	84%	Tourism
Infrastructure Development	223	89%	82%	Other
✓ Business Recruitment	220	76%	100%	General Business
Attracting Funding	219	85%	88%	Other
Health Care Expansion	201	86%	94%	Community Development
Energy Development	193	57%	100%	Sector-specific
✓ Value-added Agriculture	193	93%	73%	Value-added
Business Retention and Expansion	190	84%	88%	General Business
Business Cultivation	189	82%	88%	General Business
Entrepreneurial Development	185	78%	87%	General Business
Education Development	182	79%	87%	Community Development
Leading-edge Development	166	72%	85%	Sector-specific
Local/Regional Tourism	157	93%	78%	Tourism
Attracting Government Jobs	145	75%	67%	Other
Environmental Restoration	139	61%	67%	Sector-specific
Bedroom Community Development	126	61%	75%	Community Development
Value-added Mining	111	69%	53%	Value-added
Downtown Development	102	73%	73%	Community Development
Attracting Lone Eagles	58	64%	47%	Other
Value-added Forest Products	40	83%	22%	Value-added
Value-added Fisheries	16	75%	16%	Value-added
Logistics Centers	-17	38%	20%	Sector-specific
Attracting Retirees	-104	36%	0%	Other

Checkmarks (✓) indicate selected strategies.

Importance of Recommendations

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

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

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

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 Assessment* recommendations on a quarterly or semi-annual basis. The Bodaway-Gap Steering Committee should recognize that given their circumstances created by the Bennett Freeze, building capacity should be a priority and the Steering Committee should meet monthly to keep their strategies moving forward.

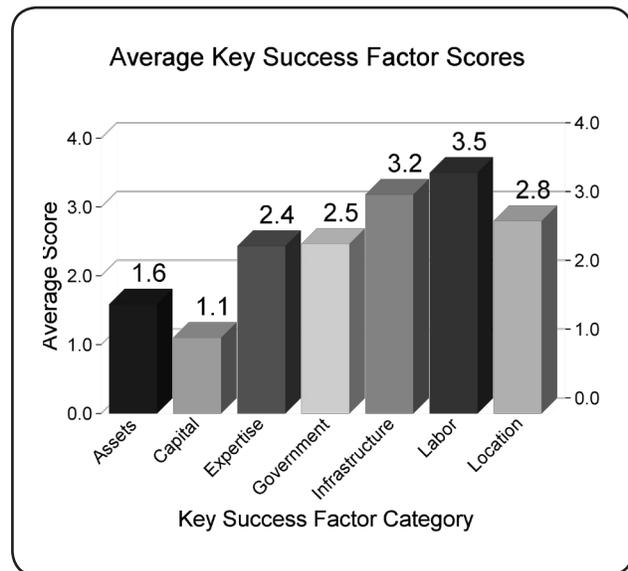
SWOT Analysis

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 overall scores in the Key Success Factor analysis by category are surprisingly strong for a tribal community and particularly strong considering the history of the Chapter. Five of the seven categories score very well. The high scores in Labor, Infrastructure and Location provide a solid foundation for implementing the strategies and projects identified in this plan.

The scores in Assets and Capital will present themselves as significant challenges to the implementation of strategies and projects, and should be the first consideration in identifying and writing the Essential Action Steps for this plan.

Key Success Factor Categories		AVG SCORE
Assets	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	1.6
Capital	Business debt and equity funding as well as consistent funding for development organizations to succeed.	1.1
Expertise	The skills, connections and abilities of local professionals.	2.4
Government	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	2.5
Infrastructure	The land, buildings and infrastructure necessary to advance many of the business development strategies.	3.2
Labor	The labor force of a community.	3.5
Location	The relative proximity of the community to the marketplace.	2.8
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.

Ten of the twenty-two Key Success Factors in this category score as slight or major advantages for the community of Bodaway-Gap. Eleven of the Key Success Factors score as slight or major disadvantages. The Steering Committee will need to make a conscious effort to address the Assets scoring a zero in a given selected strategy. Of particular concern should be the Business Recruitment strategy.

The overall low score in this category is understandable given the conditions created by the Bennett Freeze. The Steering Committee should be realistic about the community’s Assets and work cohesively to develop and build the Assets necessary for their success.

Key Success Factors - Assets

Existing or prospective cultural attraction	4
Proximity to nationally recognized attractions	4
Insulation from industrial business annoyances	4
Accurate, long-term analysis of infrastructure needs and costs	3
Availability of energy resources	3
Desirable climate	3
Proximity to raw materials and minerals	3
Proximity to travel routes	3
Proximity to urban population and workforce centers	3
Sufficient local entrepreneurial base	3
Proximity to large volumes of agricultural commodities	2
Quality residential neighborhoods	0
Available, desirable housing	0
Existence of recreational amenities	0
Expandable educational institution	0
Financially sound existing health care facility	0
High availability of urban services	0
Local recreational and visitor attractions	0
Proximity and access to forests and forest products	0
Proximity to fisheries commodities	0
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 power-purchase agreements	4
Access to long-term infrastructure loans and grants	4
Availability of appropriated funds	2
Competitive recruitment incentives	1
Ability to secure long-term contracts for forest materials	0
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

This is the lowest scoring category for Bodaway-Gap. While some of these factors are not pertinent to the strategies selected by the Steering Committee, access to capital is crucial to almost every strategy and project. The Steering Committee will need to work diligently to identify funding sources for their chosen projects and strategies.

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.).

This is a category that Bodaway-Gap scores well in. Sixteen of the twenty-two Key Success Factors score a three or above. This means that Bodaway-Gap can draw upon the expertise of local leaders and residents to implement their chosen strategies. At present, the Key Success Factors that score below a three are not critical in the implementation of the strategies chosen by Bodaway-Gap.

Key Success Factors - Expertise

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

Bodaway-Gap has direct experience with how government can “get in the way” of community and economic development. Fortunately, those governmental barriers are being addressed and the community scores well in the Government category. Ten of the fifteen Key Success Factors score a three or better which is a good indication that Bodaway-Gap can capitalize on the relationships they have with local, state and federal governmental entities.

Key Success Factors - Government

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

Infrastructure

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

This is the second-highest-scoring category for Bodaway-Gap. These scores are significantly high and reinforce the community’s successful preparation and planning for their economic and community success. However, the two Key Success Factors scoring a zero should be addressed as soon as possible. The community is already aware of the need for housing as a Quality-of-life issue but they also need to address it as an economic issue as well.

Key Success Factors - Infrastructure

Adequate telecommunications infrastructure	4
Availability of brownfield sites	4
Availability of industrial-zoned land for industrial park development	4
Availability of land for business prospects	4
Availability of local infrastructure	4
Excess water and sewer infrastructure capacity	4
High-speed internet	4
Land/Buildings/Campus for education development	4
Proximity to transmission lines with excess capacity	3
Adequate housing for labor force	0
Availability of local buildings	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	4
Local, available, high-skill labor pool	3

This is the highest-scoring category for Bodaway-Gap. Important to note is the availability of a high-skill labor pool, as well as a entry-level labor pool. This advantage is also demonstrated in the Expertise category. There is a wealth of experience and knowledge within the Bodaway-Gap community, which dramatically increases their likelihood of success.

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	3
Proximity and access to markets	3
Proximity to scheduled air service	3
Strategic location for distribution centers	1

Location is a definite advantage for Bodaway-Gap. The high Key Success Factor scores in this category are obvious advantages for the three tourism strategies that Bodaway-Gap has chosen. However, there is also significant opportunities for Bodaway-Gap in other areas. Future planning should take these scores into consideration. Health Care Expansion and Education Development are two strategies that should be highly considered as Bodaway-Gap becomes successful in with their current strategies and projects.

Section 3:

Selected Strategies

Business Recruitment
Cultural Tourism
Destination Tourism
Pass-through Visitor Services
Value-added Agriculture

Selected Strategies

Bodaway-Gap's Selected Strategies

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

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 Bodaway-Gap Steering Committee are:

- Business Recruitment
- Cultural Tourism
- Destination Tourism
- Pass-through Visitor Services
- Value-added Agriculture

Strategies not selected include:

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

While there are other strategies that have a high likelihood of success for Bodaway-Gap, the Steering Committee judiciously opted to keep the number of strategies selected at a manageable level. The Steering Committee should re-examine the Key Success Factor scores in this document as they consider future planning.

Recommendations for Implementation

The Bodaway-Gap Steering Committee is highly motivated and should be commended for their enthusiasm.

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.

Selected Strategy:

Business Recruitment





Business Recruitment

SCORE: 68

RANK: 8

Strategy Summary

Perhaps the most widely recognized economic development strategy is business recruitment, which is the act of proactively soliciting existing businesses located out-of-region to expand or relocate into a community.

Business recruitment can be very advantageous for local communities desiring to establish new jobs, focus on family wage jobs, expand the local tax base—and generally enhance community vitality.

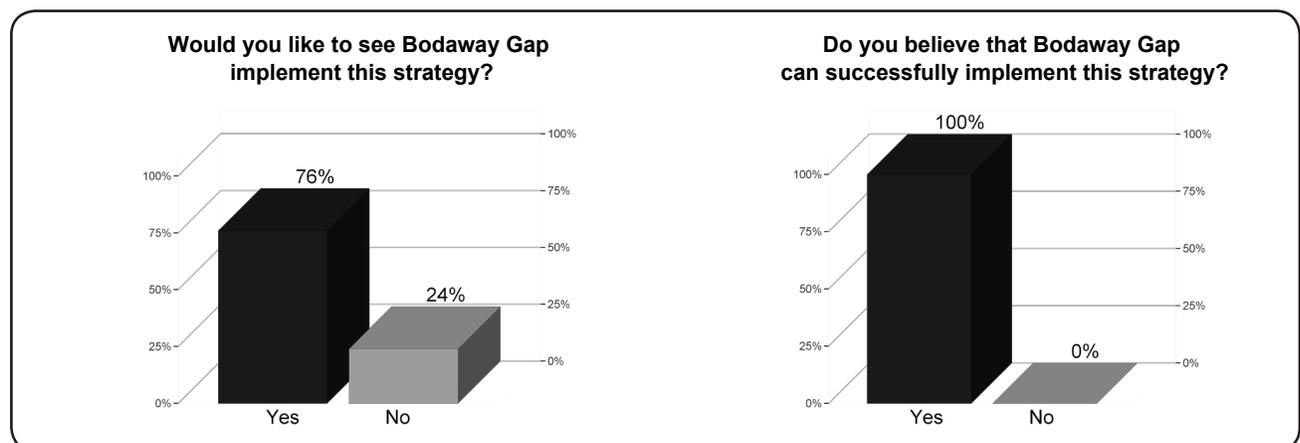
However, business recruitment can have drawbacks. Communities that do not have the desire or infrastructure capacity for growth may view business recruitment negatively.

Communities that rely on business recruitment as a substantial component of their economic development strategy should view their effort as a long-term endeavor. Frequently, communities can go months (even years) without tangible results. This does not necessarily mean their efforts are poorly planned or executed. The fact is, there are far more communities chasing new businesses than there are businesses looking for new communities.

Business recruitment activity can also be costly. Advertising, public relations, attendance at industry trade shows, website development and maintenance, and informational and promotional materials are expensive.

Voice of the Community Survey Results

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



Objectives of Strategy Implementation

Commercial Development was previously identified in the *Former Bennett Freeze Area Recovery Plan* (FBF Plan) as a priority project. As outlined in the Building Communities methodology, a Business Recruitment strategy would take this project a step further by giving commercial development a structured approach with defined Key Success Factors to build upon. The objective of this strategy is to carry forward the commercial development project and bring fast food, clothing and grocery stores, along with other business and commercial services to the area.

The most immediate opportunity for commercial development for the Bodaway Gap Chapter is at the 100-acre site at the intersection of US 89 and Hwy 160. Chapter officials have not only designated this as a top priority development site, but much of the pre-construction permitting and infrastructure design work has been completed. A feasibility study identifying specific commercial development opportunities should be initiated by the Chapter.

One of the specific business activities that is possible on the Bodaway Gap Chapter is mining aggregate. The Chapter currently has one 50-acre site just east of US 89 south of Hidden Springs available for such activity.

Finally, another advantage at Bodaway Gap is the extensive planning that is already in place for many potential development projects: commercial, housing, industrial and other uses. Unlike many other chapters, outside governmental entities and private business interests can build on the historic planning efforts in a more expedited fashion than most places elsewhere at Navajo Nation.

Findings from the Key Success Factor Analysis

The availability of both a skilled and entry-level workforce is a definite advantage here for Bodaway-Gap. Other strengths for the community to capitalize on are the strong community support and location. Weaknesses to address in the development of Essential Action Steps are: access to large-scale capital, availability of local buildings, financial resources for staffing recruiters and a relationship with site selectors. Knowing in advance the Key Success Factors that need to be addressed as implementation progresses will greatly increase the likelihood of success with this strategy.

Key Success Factor Report - Business Recruitment

STRENGTHS TO BUILD UPON	
<p>Major Comparative Advantages</p> <ul style="list-style-type: none"> Ability to compete in a global market Sophisticated use of the internet for marketing Capable, experienced economic development professionals Availability of land for business prospects Strong community support Local, available, low-skill labor pool Local government support Availability of local infrastructure 	<p>Slight Comparative Advantages</p> <ul style="list-style-type: none"> Proximity and access to markets Proximity to scheduled air service Support from local businesses Ability to network and attend relevant trade shows Local, available, high-skill labor pool
CHALLENGES TO OVERCOME	
<p>Slight Comparative Disadvantages</p> <ul style="list-style-type: none"> Competitive recruitment incentives 	<p>Major Comparative Disadvantages</p> <ul style="list-style-type: none"> Access to large-scale capital Dedicated local financial resources for staffing recruiters Relationship with site selectors Availability of local buildings

Selected Strategy:

Cultural Tourism





Cultural Tourism

SCORE: 74

RANK: 6

Strategy Summary

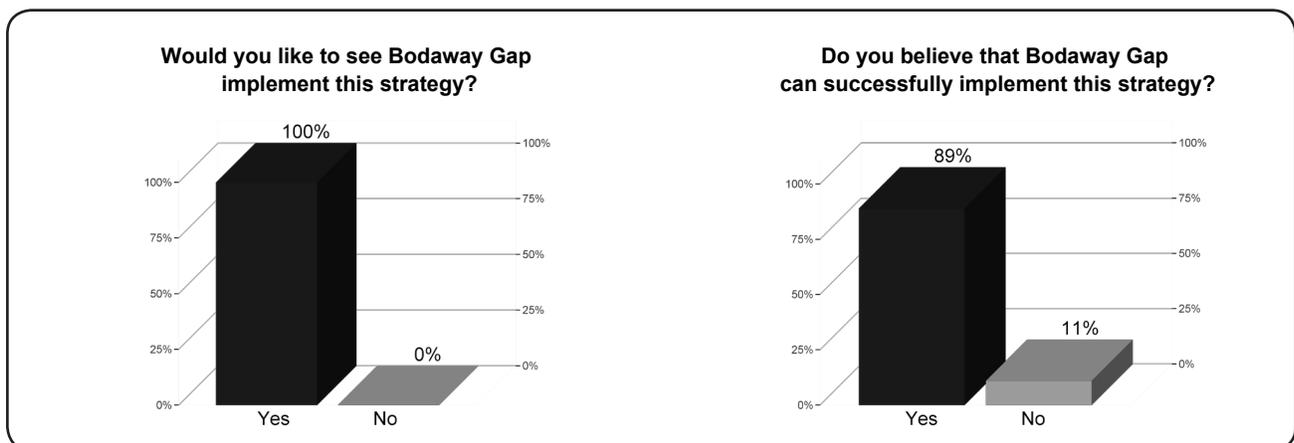
Many communities have capitalized on local culture to create jobs. Cultural opportunities based on dance, theater, music, food or other human interests can stimulate the local economy.

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

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

Voice of the Community Survey Results

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



Objectives of Strategy Implementation

Bodaway-Gap has already experienced a considerable amount of success with this strategy. The objectives of this strategy are to support and increase the opportunities for the Antelope Trails Vending Organization, increase cultural preservation opportunities and increase sales revenues collected within the Chapter.

One opportunity would be to redevelop the historic buildings across US 89 just west of the existing service station. These buildings are largely vacant, yet are a very attractive location for commercial development with a cultural tourism focus. The redevelopment of the site could provide ATVO with a superior additional vending site and instill pride in the community's past.

Two additional developments could reinforce the strength of this project idea. First, the Bodaway-Gap Chapter should explore the development of a round-about similar to the ADOT US 89 improvement underway in Cameron.

Second, the service station should be redesigned so the facility reinforces the architectural heritage of the community. Ideally, the station would sell a brand of gasoline more familiar (and therefore “comfortable”) to pass-through visitors, reinforcing a sense of security in doing business in this remote location of the world. A great example of a “US brand” conforming with Native American design standards is the Denny’s Restaurant in nearby Upper Moenkopi Village.

Findings from the Key Success Factor Analysis

As can be seen from the table below, Bodaway-Gap will have only one disadvantage as they implement this strategy. Specifically identifying ways to increase marketing and promotion will significantly increase the likelihood of success with this strategy.

Key Success Factor Report - Cultural Tourism

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

Selected Strategy:

Destination Tourism





Destination Tourism

SCORE: 77

RANK: 5

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.

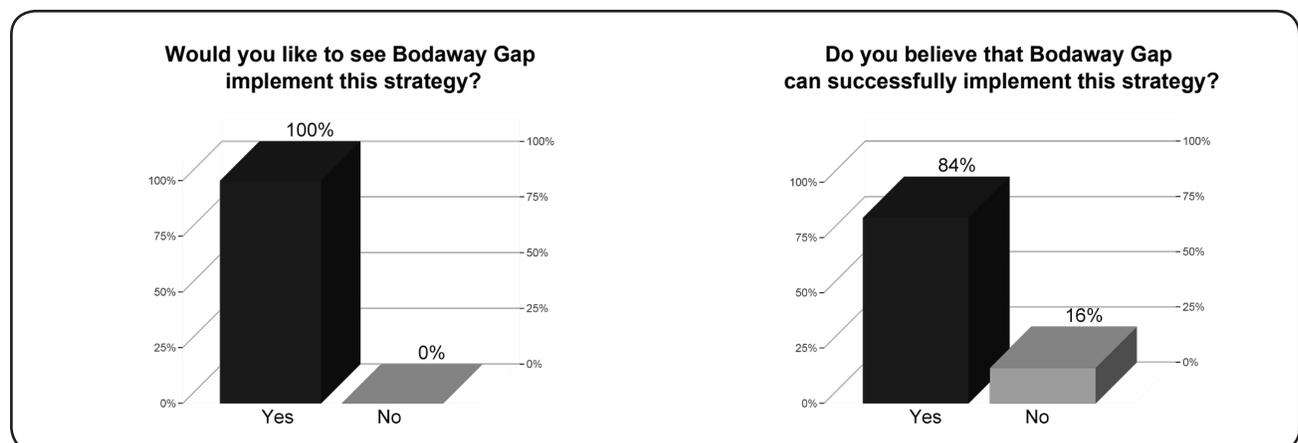
Frequently, community advocates have an inflated perspective on the reputation of their community as a visitor destination. If the community is not blessed with existing natural, cultural, or historic assets, the community may be challenged to establish itself in the mindset of the traveling public.

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.

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 Bodaway-Gap implement this strategy and 2) whether or not they believed Bodaway-Gap could successfully implement it. Below is a summary of community responses:



Objectives of Strategy Implementation

Bodaway-Gap's proximity to the Grand Canyon is a major advantage in this strategy. The objective in selecting this strategy is to take advantage of the Chapter's strategic location en route to the Grand Canyon. Three of the other strategies selected by the Steering Committee for this plan also enhance this strategy. Business Recruitment, Cultural Tourism and Pass-through Visitor Services all add to the viability of this strategy in making Bodaway-Gap a tourist destination.

By far the most relevant project for the Destination Tourism strategy are plans by a resort developer to build a proposed Grand Canyon Escalade at a location on the Bodaway-Gap Chapter referred to as "The Confluence."

The development of this proposed project certainly would implement the Destination Tourism strategy but the Chapter must also be mindful of strong and varying views of the proposed development. Of utmost importance is the ability for the Bodaway-Gap Chapter to implement multiple strategies, initiatives and projects associated with this Strategic Plan. Excessive energy directed toward the Grand Canyon Escalade project has potential to divert energy and potential success from other planned priorities.

If the project moves forward, it should be done with the awareness and support of chapter officials. Further, the project has major implications for the need for improved infrastructure (water, wastewater management, transportation, telecommunications, etc.) and (workforce) housing.

People most familiar with the land and the views from the eastern rim of the Grand Canyon speak of the place in reverent tones. While the view of the Grand Canyon is extraordinary from anywhere along its rim, the largely undiscovered "east rim" holds a majesty far beyond other locations. The place is more intimate, more serene...and the actual view to the west is more spectacular than perhaps anywhere else on earth.

Standing at the Rim, the view is straight down--one mile down--to the river. The river's flow can actually be heard by people standing at the Rim.

Because of this, the land has special--sacred--value to the people who have lived there for generations. Development at this location, should it occur at all, must respect the place far beyond the typical consideration given for a real estate project. Indeed, any project that is developed at this location should build--not detract--from the traditional and sacred attributes of this location.

If properly developed and preserved, the land holds great promise for trails, a parks system and cultural and eco-tourism. The opportunity to bring Navajo Nation Parks and Recreation, and Navajo Nation Tourism to the table is very significant, and holds win-win opportunities for the Chapter and Nation.

"This place is like nowhere else on earth." (Tony Skrelunas, the Grand Canyon Trust)

Findings from the Key Success Factor Analysis

Again, Bodaway-Gap is in a very favorable position to be successful in implementing a Destination Tourism strategy. The strengths the community enjoys in this strategy are outlined in the table below. The two weaknesses, housing and an adequate marketing budget, should be addressed in the Essential Action Steps for this strategy.

Key Success Factor Report - Destination Tourism

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Proximity to nationally recognized attractions Community acceptance of the visitor industry Local, available, low-skill labor pool Local government support	Sophisticated tourism development & promotion Proximity to scheduled air service Local, available, high-skill labor pool
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	Sufficient marketing, promotion, or public relations budget Adequate housing for labor force

Pass-through Visitor Services





Pass-through Visitor Services

SCORE: 80

RANK: 3

Strategy Summary

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

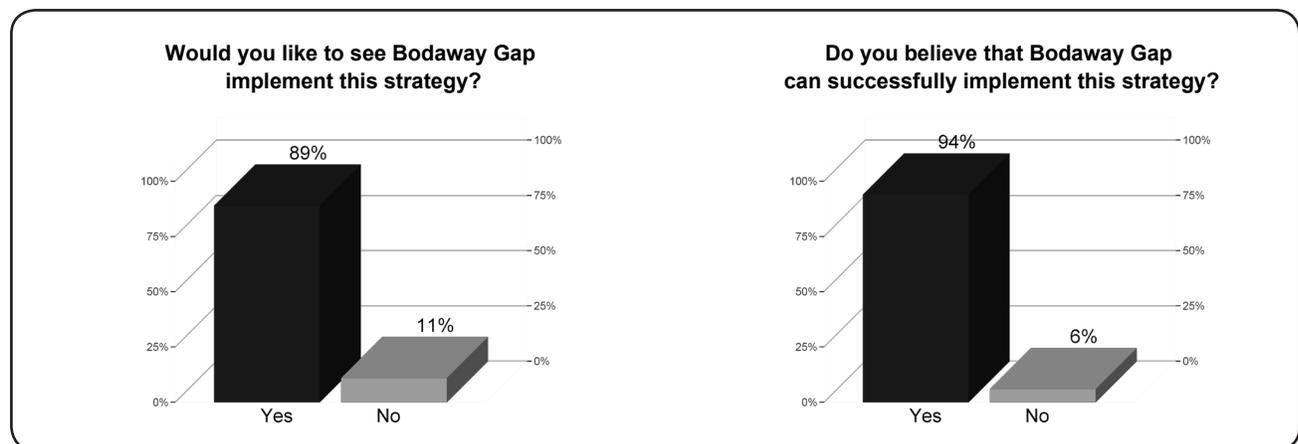
Travel expenditures can be categorized as destination travel expenditures or pass-through travel expenditures. Unlike destination travel, pass-through travel simply represents the activity that a traveler conducts on the way to their destination. These expenditures are typically fuel, meals, and sometimes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

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

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

Voice of the Community Survey Results

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



Objectives of Strategy Implementation

The Antelope Trails Vending Organization (ATVO) is already implementing this strategy. Providing visitors who are passing through the community on their way to the Grand Canyon or Lake Powell with the opportunity to stop and spend some money is the primary objective of this strategy. The ATVO has already developed several projects to enhance their services and locations.

The Marble Canyon vending site represents the entrance to Navajo Nation from the north. Further to the south, the border for Navajo Nation on US 89 is at the southern Cameron Chapter border. A first-rate, architecturally appropriate “Welcome to Navajo Nation” sign should be erected at both locations that would establish the architectural theme for future signage throughout the Nation.

Another immediate opportunity is to collaborate with the Cameron Chapter and the Arizona Department of Transportation (ADOT) on the construction project that includes a round-about on US 89 where it intersects with the cutoff to the Grand Canyon.

The design of the new vending facility at The Cut, located just north of Bitter Springs on US 89, combined with the architectural design for improvements for ATVO’s improvements at Marble Canyon, set the template for future facility and signage improvements along US 89.

Findings from the Key Success Factor Analysis

Bodaway-Gap has all of the Key Success Factors in place to make this a successful strategy. Following the lead of the well-organized ATVO will assist the Steering Committee in identifying other projects to enhance this strategy.

Key Success Factor Report - Pass-through Visitor Services

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

Value-added Agriculture





Value-added Agriculture

SCORE: 61

RANK: 11

Strategy Summary

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

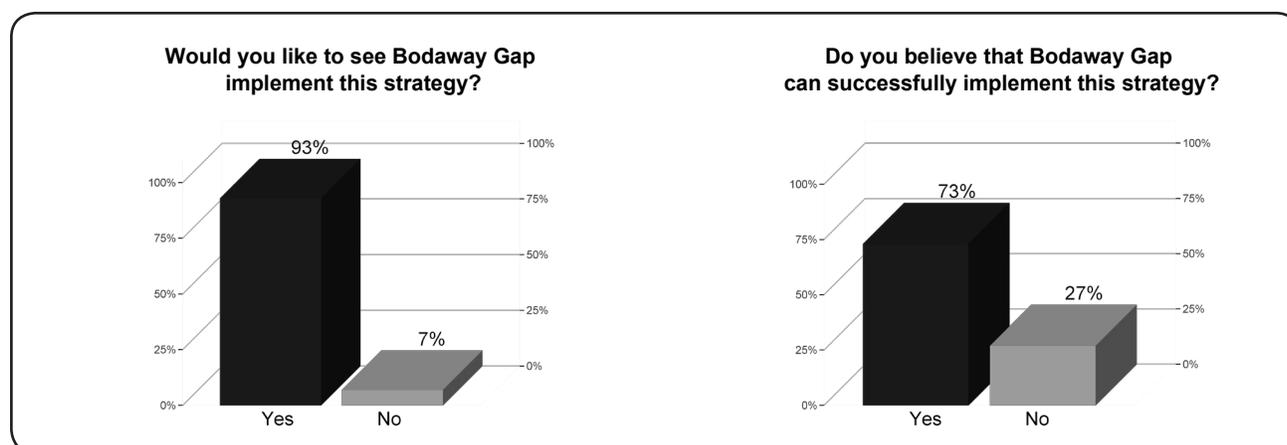
If sufficient volumes of individual raw materials are produced, communities may have an opportunity to “add value” to the raw commodities through processing. Examples include producing french fries from potatoes, sugar from sugar beets/sugar cane, steaks from cattle, and wine from grapes.

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

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

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 Bodaway-Gap implement this strategy and 2) whether or not they believed Bodaway-Gap could successfully implement it. Below is a summary of community responses:



Objectives of Strategy Implementation

While most communities may choose this strategy based upon the production of large volumes of some commodity, Bodaway-Gap chose this strategy as a way to preserve their agricultural heritage, provide agricultural entrepreneurs with more opportunities, provide fresh, local produce to local residents and to encourage the application of principles of food sovereignty within the community.

Findings from the Key Success Factor Analysis

There are numerous Key Success Factors that score well in this strategy for Bodaway-Gap. The unique approach and objectives for this strategy help address the two low-scoring Key Success Factors. Working with local entrepreneurs will help to offset the disadvantage of access to large-scale capital and the lack of buildings in the area.

Key Success Factor Report - Value-added Agriculture

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Availability of land for business prospects Excess water and sewer infrastructure capacity Local, available, low-skill labor pool Availability of local infrastructure	Proximity and access to markets Ability to successfully market materials Ability to understand industry trends and opportunities Local, available, high-skill labor pool
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	Access to large-scale capital Availability of local buildings

Section 4:

Quality-of-Life Initiatives

Quality-of-life initiatives

Summary

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

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

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

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

Example Projects and Initiatives

- New or expanded transit services connecting housing to jobs and services
- Affordable housing development strategically situated to minimize traditional transportation time and costs
- Mixed-use development projects combining housing, services, and work opportunities
- Proactive zoning to facilitate growth
- Health and fitness walking path systems/promotional campaigns urging pedestrian and bicycle transportation activity
- Sustainable local foods initiatives Forest stewardship initiatives
- Energy conservation activities
- Establishment of arts and crafts coops
- Green jobs initiatives
- Strategic use of treated wastewater
- Development of Parks and Recreational Facilities

Potential Advantages to Implementing these Initiatives

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

Potential Drawbacks to Implementing these Initiatives

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

Brief Overview of Selected Initiatives

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

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

Housing

Renovation and new housing are top priorities for Bodaway-Gap. Several areas throughout the community have been identified and land set aside for housing development. Currently, under the FBF plan, there are plans to build 25 housing units at Hidden Springs. This is only the beginning of several more housing projects to be developed within the Chapter.

One challenge to the Hidden Springs location for housing development is distance to power lines (about three miles). This raises the need to consider additional or alternate sites for housing development, including a site 11 miles from Tuba City and another 15 miles north of Cameron. A proposed 12-inch water line improvement, which would extend north from Gap to Cameron, would support these additional sites.

In addition to new housing developments, another housing priority for the Bodaway-Gap Chapter are improvements to the existing housing stock in all five communities. Developing and seizing opportunities to utilize Former Bennett Freeze funding for this purpose is a top priority for Chapter leaders.

Chapter House Improvements

Creating a community gathering place is important to the residents of Bodaway-Gap. This initiative is a top priority for Bodaway-Gap. Plans have already been developed for the expansion and renovation of the current facility.

Senior Citizen Center

Services to senior citizens is also a top priority for Bodaway-Gap. Culturally, it is especially important for Navajo people to honor and care for their elders. Plans are under way for a new Senior Citizen facility that would provide social interaction space and meal services.

An additional priority for members of the Bodaway-Gap Chapter are programs and facilities for youth. It may be possible and advisable to design and operate the proposed Senior Center project as a dual-purpose facility for both seniors and youth. This possibility has obvious implications for facility design and scheduling.

Veterans' Center

Residents of Bodaway-Gap are grateful for the military service provided by the military veterans of the community. In an effort to show that gratitude and to take care of their own, the Steering Committee chose the development of a Veterans' Center as a top priority. Plans are already underway and land has been withdrawn at Cedar Ridge for the construction of a facility.

Key Considerations

The existing community potable water system is a significant strength, not only for the Bodaway Gap Chapter, but the surrounding area. Unlike most other places on Navajo Nation, the availability of quality water in high volumes is a comparative advantage. The system currently serves all five communities of the Bodaway-Gap Chapter. In addition, there is potential to extend the water infrastructure to supply other chapters such as Cameron. The system is owned and operated by the Navajo Tribal Utility Authority (NTUA).

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

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

Finally, one of the opportunities before the Bodaway-Gap Chapter is to consider establishing itself under the Alternative Form of Government (AFOG) structure. While gaining this status would require a concerted effort, there are benefits to the Chapter if it desires to remain proactive about charting and achieving its future. Specific opportunities to be a fiscal agent for projects and to manage business site leases, as well as other important activities could be accomplished in a more streamlined fashion. Chapter officials should seriously consider the costs and benefits of assuming such a status. One additional opportunity is for the Chapter to collaborate with the Friends of the Cliffs organization which has 501 (c) (3) status and could serve as the fiscal agent for future community development projects.

Appendices

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

Appendix A

Prioritized Strategy Report

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
Environmental Restoration	83	61%	67%	Sector-specific
Infrastructure Development	81	89%	82%	Other
Pass-through Visitor Services	80	89%	94%	Tourism
Energy Development	79	57%	100%	Sector-specific
Destination Tourism	77	100%	84%	Tourism
Cultural Tourism	74	100%	89%	Tourism
Attracting Funding	74	85%	88%	Other
Business Recruitment	68	76%	100%	General Business
Logistics Centers	68	38%	20%	Sector-specific
Value-added Mining	67	69%	53%	Value-added
Value-added Agriculture	61	93%	73%	Value-added
Attracting Government Jobs	61	75%	67%	Other
Entrepreneurial Development	55	78%	87%	General Business
Bedroom Community Development	54	61%	75%	Community Development
Leading-edge Development	52	72%	85%	Sector-specific
Business Cultivation	50	82%	88%	General Business
Education Development	50	79%	87%	Community Development
Business Retention and Expansion	47	84%	88%	General Business
Health Care Expansion	41	86%	94%	Community Development
Attracting Lone Eagles	36	64%	47%	Other
Value-added Fisheries	34	75%	16%	Value-added
Value-added Forest Products	30	83%	22%	Value-added
Attracting Retirees	24	36%	0%	Other
Local/Regional Tourism	15	93%	78%	Tourism
Downtown Development	10	73%	73%	Community Development

Appendix B - Bodaway Gap Chapter Priority Projects--Five Year Plan, April 2014

In order to identify the top priority community and economic development projects, two documents were considered. First, the Bodaway-Gap Chapter participated in the Former Bennett Freeze Area Recovery Plan (FBF Plan) in August 2008. Second, the Chapter is currently involved in a community and economic development strategic planning process coordinated by Building Communities, Inc. Both of these planning processes have identified top strategies and project priorities. The table below presents the “short list” of projects that are top priority for implementation between 2014-2019.

Top Priority Projects for Near-term Development (2014-2019)				
Project Name	Project Type	Project Detail	Notes	FBF Plan Item No
Chapter House Renovation or New Building	Community Facility	Replacement/expansion of existing Chapter House	This is a top priority project for the Bodaway-Gap Chapter. Preliminary plans and cost estimates are in place.	B-4
Senior Center ¹	Community Facility	Development of facility dedicated for senior use	The new facility would not only provide space for senior citizens to convene, but it would also facilitate the provision of meals throughout the Chapter. Located at The Gap on three acres.	B-6
Veterans' Center	Community Facility	Development of new veterans' facility	This new facility would be located at Cedar Ridge; land is already withdrawn	B-7
Commercial Development	Economic Development	100-acre commercial development at the junction of US 89 and US 160. This would be a shopping center development inclusive of fast food, clothing store, groceries and other services.	This is a prime commercial development location with much of the preliminary permitting and engineering work in place.	B-12
Residential Housing Development Project	Housing	25 units of housing at Hidden Springs	Housing development is a top priority project for the Bodaway-Gap Chapter. 25 areas has been withdrawn at Hidden Springs.	B-58
Internet and Wireless Telecommunications Infrastructure	Infrastructure and Utilities	Expanded Internet bandwidth capacity	This project would build on previous planning and projects to improve Internet capacity in Western Navajo Agency.	B-67 and B-70
Primary Water Line for Livestock and Agriculture	Infrastructure and Utilities	Water line for livestock and agriculture serving Cedar Ridge, Twin Hill, Pillow Hill, Tooth Rock and Sam Willie		B-92
Multipurpose Building ¹	Community Facilities	A community center facility that would serve many community uses	On 12-acre site at Cedar Ridge	B-100
¹ These two projects could be combined as one for cost savings and long-term maintenance benefit. Compiled by Building Communities, April 2014.				

Appendix C - Integrating Planning Priorities for the Navajo HopiLand Commission

One of the key resources to help implement the Bodaway Gap Strategic Plan is the Navajo Hopi Land Commission (NHLC). On March 31, 2014, Larry Nez of the NHLC presented a document summarizing NHLC's perspective of the top development priorities for the Bodaway Gap Chapter.

The table below reproduces the document from the NHLC (left column), and updates such priorities based upon the findings and conclusions of this strategic plan.

The Bodaway Gap Chapter wishes to work constructively with the NHLC in a mutually beneficial manner. Toward this end, the Bodaway Gap Chapter approved a resolution in support of efforts by the NHLC and the Bureau of Indian Affairs (BIA) related to the development of the Integrated Resource Management Plan (IRMP). In addition, the Chapter passed a resolution in support of a \$2 million Planning project by NHLC in coordination with the Navajo Housing Authority.

The IRMP is, according to the BIA website, "a long range strategic level, comprehensive plan which integrates the management actions applied to tribal resources and other resources of value. It is a tribal policy document, based on the vision the Tribe has for its resources. The IRMP describes the type of management activities which are to be undertaken by tribal and BIA personnel, and serves as the umbrella plan under which all resource planning and management activities are conducted.

The proposed IRMP fulfills federal and tribal responsibility through strategy of improved management, protection and development of Indian land natural resource assets. The Tribe manages resources in compliance with policies and procedures."

Top Priority Projects for Near-term Development (2014-2019)	
NHLC listing of projects	Plan update
Housing	
<ul style="list-style-type: none"> a. 100 Homes (1995) – Twenty two homes b. Project Heart & Hands (2007) – Five homes c. Roofing Repair (2013-14) – Seven homes assessed d. Gap/Bodaway 7 denied applicants (Approved 10/1997) e. J. Doe; Gap-Cedar Ridge (1992) f. F. Escrow Funds emergency replacements (2014) - Five homes selected g. 2008 Recovery plan (2008) – Several projects identified 	<p>There are 2 overarching priorities for the Bodaway Gap Chapter with respect to housing.</p> <p>First, due to the Bennett Freeze, existing homes on the Bodaway Gap Chapter have not been repaired for decades. The NHLC needs to establish a system whereby the Chapter can know months in advance the availability of funding for home repairs. Specific instructions as to the eligible use of funding for home repair need to be provided. Members of the Bodaway Gap Chapter should all have an equal chance to receive funding for eligible home improvements. The overall budget and system to facilitate such home improvements needs to be clearly articulated to the Bodaway Gap Chapter (and other Chapters).</p> <p>Second, the housing development planned at Hidden Springs needs to be supported and funded.</p>

Top Priority Projects for Near-term Development (2014-2019)

Education	
<ul style="list-style-type: none"> a. Gap Elementary School K-3 b. Gap Pre School 	<p>As Education Development was not selected as a priority strategy, there is little information in this plan related to education. Nonetheless, the Bodaway Gap Chapter wishes to work with its elementary school as well as other education service providers to better serve our people. As such, if the NHLC can assist with this objective, Chapter officials would be responsive to such an effort.</p>
Economic Development	
<ul style="list-style-type: none"> a. Bead Stand site development EF feasibility study (2014) b. Cedar Ridge business development EF feasibility study (2014) 	<p>This entire Strategic Planning document provides the community and economic development priorities for the Bodaway Gap Chapter. All of the strategies, initiatives and action steps identified in this Strategic Planning process should be considered a priority by the NHLC.</p>
Infrastructure & Utilities	
<ul style="list-style-type: none"> a. Cedar Ridge Powerline Extension (Approved 1997) b. Gap Powerline extension south c. Gap Waterline south 	<p>The top infrastructure and utility objectives are presented in the Appendix of this Strategic Plan. Many of these priorities were originally identified in the 2008 documentation provided by the NHLC.</p>
Transportation	
<ul style="list-style-type: none"> a. Highway 89A (2013) 	<p>In general, transportation improvements are not articulated in this Strategic Plan. Certainly, the continued expediting of US-89 after the collapse is the top priority. Bodaway Gap Chapter officials would welcome an opportunity to further discuss transportation priorities with the NHLC at a later date.</p>
Health & Public Safety	
<ul style="list-style-type: none"> a. Gap Sewer lagoon (1997) b. Cedar Ridge Landfill (Approved 2001) 	<p>In general, health and public safety improvements are not articulated in this Strategic Plan. Bodaway Gap Chapter officials would welcome an opportunity to further discuss such priorities with the NHLC at a later date.</p>
Health & Public Safety	
<ul style="list-style-type: none"> a. Gap livestock water station (Approx 2000 Hopi approved) b. Earthen dam repairs (Unconfirmed 1992) 	<p>Value added agriculture is selected as one of the top strategies in this plan. See Value Added Agriculture section for details.</p>

Appendix D

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

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

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

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

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

- No strategies scored in this category

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

- Attracting Funding
- Cultural Tourism
- Destination Tourism
- Energy Development
- Environmental Restoration
- Infrastructure Development
- Pass-through Visitor Services

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

- | | |
|------------------------------------|-------------------------------|
| • Attracting Government Jobs | • Entrepreneurial Development |
| • Attracting Lone Eagles | • Health Care Expansion |
| • Attracting Retirees | • Leading-edge Development |
| • Bedroom Community Development | • Local/Regional Tourism |
| • Business Cultivation | • Logistics Centers |
| • Business Recruitment | • Value-added Agriculture |
| • Business Retention and Expansion | • Value-added Fisheries |
| • Downtown Development | • Value-added Forest Products |
| • Education Development | • Value-added Mining |

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

Appendix E

Strategies by Group

STRATEGY	SCORE	STRATEGY GROUP
Business Recruitment	68	General Business
Business Retention and Expansion	47	General Business
Business Cultivation	50	General Business
Entrepreneurial Development	55	General Business
Energy Development	79	Sector-specific
Environmental Restoration	83	Sector-specific
Logistics Centers	68	Sector-specific
Leading-edge Development	52	Sector-specific
Value-added Agriculture	61	Value-added
Value-added Forest Products	30	Value-added
Value-added Fisheries	34	Value-added
Value-added Mining	67	Value-added
Destination Tourism	77	Tourism
Cultural Tourism	74	Tourism
Local/Regional Tourism	15	Tourism
Pass-through Visitor Services	80	Tourism
Downtown Development	10	Community Development
Education Development	50	Community Development
Health Care Expansion	41	Community Development
Bedroom Community Development	54	Community Development
Infrastructure Development	81	Other
Attracting Retirees	24	Other
Attracting Lone Eagles	36	Other
Attracting Government Jobs	61	Other
Attracting Funding	74	Other

Appendix F

Alphabetical Listing of Strategies

STRATEGY	SCORE	STRATEGY GROUP
Attracting Funding	74	Other
Attracting Government Jobs	61	Other
Attracting Lone Eagles	36	Other
Attracting Retirees	24	Other
Bedroom Community Development	54	Community Development
Business Cultivation	50	General Business
Business Recruitment	68	General Business
Business Retention and Expansion	47	General Business
Cultural Tourism	74	Tourism
Destination Tourism	77	Tourism
Downtown Development	10	Community Development
Education Development	50	Community Development
Energy Development	79	Sector-specific
Entrepreneurial Development	55	General Business
Environmental Restoration	83	Sector-specific
Health Care Expansion	41	Community Development
Infrastructure Development	81	Other
Leading-edge Development	52	Sector-specific
Local/Regional Tourism	15	Tourism
Logistics Centers	68	Sector-specific
Pass-through Visitor Services	80	Tourism
Value-added Agriculture	61	Value-added
Value-added Fisheries	34	Value-added
Value-added Forest Products	30	Value-added
Value-added Mining	67	Value-added

Appendix G - Key Success Factor Report

Key Success Factors with a Score of “4”:

- Expandable educational institution
- Financially-sound existing health care facility
- Proximity to large volumes of agricultural commodities
- Proximity to travel routes
- Sufficient base of local businesses
- Absence of industrial business activity
- Ability to secure power-purchase agreements
- Access to small business financing
- Access to large-scale capital
- Access to long-term infrastructure loans and grants
- Ability to build a team comprised of energy-development experts
- Ability to compete in a global market
- Ability to successfully market materials
- Capable, experienced economic development professionals
- Competent, strategic-minded hospital and health-care executives
- Cooperation of economic development staff and educational community
- Dedicated business coaching staff
- Existing excellence in local health care
- Local ability to identify and advance a funding proposal
- Relationship with site selectors
- Support from local education professionals at all levels
- Supportive post-secondary education training program
- Active engagement of downtown building and business owners
- Local focus on revenues from visitors
- Local government support
- Strong relations between economic development organization and local businesses
- Support from local businesses
- Adequate telecommunications bandwidth
- Availability of industrial-zoned land
- Excess water and sewer infrastructure capacity
- Land/Buildings/Campus for education development
- Proximity to transmission lines with excess capacity
- Prospect of an expanded geographic market for health care

Key Success Factors with a Score of “3”:

- Quality residential neighborhoods
- Accurate, long-term analysis of infrastructure needs and costs
- Available, desirable housing
- High availability of urban services
- Proximity to urban population and workforce centers
- Recognizable central business district/downtown
- Sufficient local entrepreneurial base
- Availability of appropriated funds
- Ability to identify product and service gaps
- Ability to network and attend relevant trade shows
- Ability to understand industry trends and opportunities

- Relative sophistication in coordinating and marketing local events
- Sophisticated use of the internet for marketing
- Staff focused on recruitment objectives
- Team approach to infrastructure finance
- Community support for needed infrastructure rate increases
- Favorable state policies with respect to office locations
- Local pro-business climate
- Strong community support
- Strong state and/or federal legislative delegation
- Supportive state energy policies and incentives
- Availability of brownfield sites
- Availability of local land, buildings, and infrastructure
- High-speed telecommunications
- Available local labor force
- Advantageous location for government or education expansion
- Proximity and access to markets

Key Success Factors with a Score of “2”:

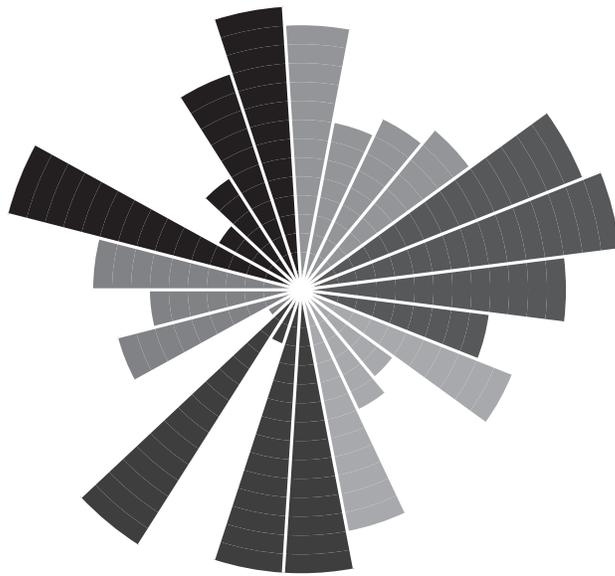
- Desirable climate
- Local recreational and visitor attractions
- Competitive recruitment incentives
- Dedicated local financial resources for staffing recruiters
- Sufficient marketing, promotion, or public relations budget
- Implementation of national Main Street Four-Point Approach™
- Community acceptance of the visitor industry
- Supportive local government policy and focus
- Adequate housing for labor force
- Proximity to scheduled air service
- Strategic location for distribution centers

Key Success Factors with a Score of “1”:

- Availability of energy resources
- Existence of recreational amenities
- Existing or prospective cultural attraction
- Cultural development and advocacy organization
- Downtown organization and staff
- Projected growth in government budgets
- Support for attracting retirees

Key Success Factors with a Score of “0”:

- Proximity and access to forests and forest products
- Proximity to fisheries commodities
- Proximity to nationally-recognized attractions
- Proximity to raw materials and minerals
- Ability to secure long-term contracts for forest materials
- Local funding for downtown development
- Sophisticated tourism development & promotion



Bodaway-Gap

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