

**Native Promise 2022 RBDG Application – Coppermine Echo Cliffs Business Development Master Plan
Executive Summary of Grant**

One of the primary functions of Native Promise is to support the implementation of the Navajo Thaw Regional Recovery Plan (Regional Plan). The Regional Plan is a response to the impacts of federal policy that created what is known as the Bennett Freeze. Sadly, the 40-year development moratorium that lasted from 1966-2006 (and, arguably, extends to this day) has created deplorable living conditions affecting 20,000 people in Western Navajo.

One of the top development projects identified in the Regional Plan is the development of the Echo Cliffs Health Clinic and the associated development of approximately 90 housing units. Located in the center of the Bennett Freeze, this \$150 million development project which has advanced to the design and development stage creates an economic opportunity for the Navajo people.

Even without this RBDG-funded Project, the health care clinic and housing project will be developed, bringing great benefit such as better health care, jobs, and improved housing to the Bennett Freeze. But what is missing is the opportunity to create a community. Without this Project, opportunities for small-scale business development will also go missing.

In short, the Coppermine Echo Cliffs Business Development Master Plan project will help the Coppermine Chapter, the Navajo Thaw Region, and the Navajo Nation seize the moment and design and build a complete community inclusive of Navajo jobs in the retail, vending, grocery, and human services sectors.

The table below presents the activities and performance measurements for the Project.

Activity	Goal	Performance Measurement
Assembly and performance of Project Consulting Team	On-time performance of all deliverables	<input type="checkbox"/> Completion of monthly and quarterly reports demonstrating that Project progress is on schedule
Meetings and Decisions by the Project Coordination Committee (PCC)	Strong attendance and participation by all Committee Members	<input type="checkbox"/> Development of agendas and meeting notes for all PCC Meetings <input type="checkbox"/> A minimum of 75% average attendance by PCC members
Coordination with IHS and TCRHCC	Routine outreach to health clinic development partners to ensure communication and coordination	<input type="checkbox"/> Reports summarizing communication with IHS and TCRHCC
Business Plan Development	Completion of four business plans relevant to Project	<input type="checkbox"/> Completion of four business plans meeting the expectations of the business entrepreneur, the PCC, and USDA RD
Business Development Activity	Engagement with five existing businesses or entrepreneurs leading to business development investment	<input type="checkbox"/> Number of businesses or entrepreneurs planning and/or investing in business development opportunities resulting from the Project
Navajo Business Formation and Expansion Leading to Job Creation	Job creation for Navajo people	<input type="checkbox"/> Number of jobs retained <input type="checkbox"/> Number of jobs created

Master Plan Development	Completion of Master Plan outlining all future development prospects	<input type="checkbox"/> 100% satisfaction by the PCC on the Master Plan deliverables <input type="checkbox"/> Resolution of Support by Coppermine Chapter on Master Planning deliverables
Project Closeout	Completion of Project closeout reporting	<input type="checkbox"/> Satisfaction by USDA RD on Project closeout reporting

How the Grant Purposes will be Accomplished

The Project will be successfully executed by completing the following steps.

Step #1: Contracting with USDA Rural Development and Consulting Team. Upon notice of funding award, Native Promise will engage with USDA Rural Development and the Consulting Team to execute all necessary contracts to initiate the Project.

Step #2: Engagement with Local Steering Committee. The Echo Cliffs Health Center project has engaged a group of Navajo civic and governmental leaders for over a decade in the Project siting, federal funding, environmental assessment, and preliminary engineering phases. This Steering Committee will augment their roles and responsibilities to provide oversight to the Consulting Team for the Project.

Step #3: Outreach to Healthcare Stakeholders. The primary developers for the health clinic and housing facility is Indian Health Services (IHS) and Tuba City Regional Health Care Corporation (TCRHCC). Together, adequate capacity is in place to advance the \$150 million Project. The Consulting Team, especially Swaback, will engage with the design teams for IHS and TCRHCC to understand the development status and goals, and begin to initiate a project that coordinates and collaborates with the existing design and development effort.

Step #4: Engagement of Regional Navajo Entrepreneurs. The ultimate goal of this Project is to facilitate new business establishments and growth on the Navajo Nation. In addition to the five letters that have been submitted with this proposal, additional outreach will be made by Building Communities to advise on the opportunity for Navajo entrepreneurs to benefit from this Project including business planning.

Step #5: Steering Committee Meeting Activity. The Steering Committee, augmented by the RBDG-funded consulting professionals, will continue to meet routinely to advise on Project planning elements. During the proposal development stage, local advocates made mention of the need for grocery store development, vending facilities, social service agencies, and other business development activity that would create a new economy at Navajo. Rural business development opportunities will be discussed at all Steering Committee meetings leading to Navajo investment as a result of the overall development.

Step #6: Five Step Planning Approach.

Phase One: Site Reconnaissance & Evaluation - Research, Analysis, & Outreach

Phase One lays the foundation for the work to come. The research and analysis in this phase allows the planning team to understand the history and current status of the site, the land, community, and people. This critical step will produce opportunity and constraints mapping depicting existing

conditions. Phase One will also engage the community to begin to understand the challenges that exist and their aspirations for the future.

Phase Two: Programming Review and Confirmation

Based on all that we will have learned from our Phase One efforts, we propose to begin this second task with a programming charrette. This proposed session provides the initial starting point of beginning to challenge, expand, refine and or re-affirm all the standing assumptions associated with the community and aspirations for the future. The following is a suggested itinerary for the charrette and related key topics.

Phase Three: Preliminary Concept Plans

Based on all that we have learned in these prior tasks, Swaback will begin the process of exploring a series of preliminary master planning options for all components and areas of the community. This will include studies for all the programming components contemplated for the land areas identified (and summarized in Phase Two).

Phase Four: Draft Conceptual Master Plan

Swaback will begin to refine the process by developing the Draft Concept Master Plan. Based on the range of input to date, we will begin to zero-in on a preferred overall direction and expand our efforts to articulate the overall aspects of the plan with a great level of specificity. The draft plan will be accompanied by a series of diagrams, enlargement illustrative site plans, and a series of perspective sketches.

Phase Five: Final Master Plan & Report

Based on input from the Community, the team will begin to prepare all final documents associated with the master plan. A particular focus for the final stage of work will zero-in on phasing and implementation strategies. At this time and based on the community and team's input, a phasing plan will be prepared that suggests an overall strategy for implementation. While not intended as a mandate, the phasing plans will be considered in the context of short and long term time horizons. All the deliverables in Phase Four will be refined as part of this phase of work and incorporated into the community master plan and associated vision book. A 3D aerial perspective will be prepared as well that celebrates the property master plan and highlights all the features and components in a very compelling and beautiful manner. A final Property Master Plan Presentation will be prepared and presented to the appropriate community members.

Step #7: Development of Draft Master Planning Documentation. Swaback will develop public review documentation so that leaders and volunteers from the Coppermine Chapter and throughout the Navajo Thaw Region can provide comments before finalization of Master Planning documents.

Step #8: Business Planning Workshops. Included with this proposal are five business commitment letters. Building Communities will offer a series of five business planning workshops with these five individuals and any other Navajo business interests that emerge related to this Project. Building Communities has expertise in developing business plans in Indian Country, and will deliver a five-session,

videoconference-based series of business planning workshops designed to help the Navajo business interests develop their own business plans.

Step #9: Finalization of Master Plan and Business Plans. Based upon participant activity and public comment, the final Master Plan will be published and presented at the local, regional, and Navajo Nation-level. In addition, business plans supporting specific Navajo rural business development interests will be finalized.

Step #10: Quarterly and Closeout Reporting. Assisted by Building Communities, Native Promise will provide monthly and quarterly reporting and then finalize the closeout report inclusive of an evaluation of meeting identified performance measures.