



ITCA *CEDS*

Comprehensive Economic Development Strategy



November 2015



Comprehensive Economic Development Strategy for the Inter Tribal Council of Arizona

Inter Tribal Council of Arizona

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I. EXECUTIVE SUMMARY

A. Plan Summary

The State of Arizona has the second largest American Indian population in the U.S. An estimated 5% to 6% of Arizona's total population is of American Indian ancestry. Total reservation land covers over a quarter of the state. Some tribal people are descended from Arizona's very first inhabitants. Others appeared just a few centuries before Spanish explorers came into the area. Tribes in Arizona represent diverse history and cultures. All Tribes have been subjected to war, persecution, severe discrimination, efforts at assimilation and cultural genocide, decimation through disease brought in by Europeans, acute loss of land and resources, diminished opportunity, broken treaties and abject poverty. Despite this, many Tribes are beginning to thrive, and American Indians are the fastest growing minority in the U.S.

The Inter Tribal Council of Arizona (ITCA) has existed since 1952, and represents 21 Tribes in Arizona, excluding the Navajo Nation. ITCA is staffed by 60 professionals with offices in Phoenix and operates over 30 programs in areas of health, environment, education, culture and community that benefit member Tribes. With this CEDS, and two Tribal specific CEDS, ITCA is beginning to expand its services to tribal economic development and job creation.

A CEDS (Comprehensive Economic Development Strategy) Plan follows methodology for community and economic development prescribed by the federal Economic Development Administration (EDA). Communities or Tribes that engage in a CEDS planning process become eligible for EDA grant funding. Most CEDS plans are community or Tribe specific. This document is a form of a generic CEDS that encompasses ITCA Member Tribes.

According to the Arizona Rural Policy Institute, in 2014, the tribal aggregate household income was \$3.3 billion, resulting in the stimulation of \$39 million in property taxes, \$56 million in sales taxes and support for 16,000 jobs and \$2 billion in consumer goods spending off of tribal lands. Furthermore, from 2000 to 2013 the per capita income for Tribes significantly increased in comparison to Arizona and the U.S. It is the intention of ITCA to help Tribes to capitalize on and take further advantage of these trends.

Tribes are often located in rural and remote areas, making economic and business development more difficult than in urban areas. There are usually acute housing needs on most tribal lands. Education and building a skilled workforce are major goals for every tribe. Tribes strive to help educate youthful tribal members and the preservation of language and culture is important. The challenge that Tribes face is balancing economic and business development within modern American society with preserving traditions and cultural values. Part of this balancing act has resulted in a renaissances of modern American Indian culture in areas of arts, music and dance.

Furthermore, from 2000 to 2013 the per capita income for Tribes significantly increased in comparison to Arizona and the U.S. It is the intention of ITCA to help Tribes to capitalize on and take further advantage of these trends.



Tribes have access to substantial advantages in areas of economic development. Tribes can access government grant funding, can issue tax exempt bonds, can avail themselves of various types of private financing, including tax equity financing, and can realize substantial advantages in marketing goods and services to the federal government. Tribes can enter into joint-venture relationships with private sector businesses.

Despite tribal sovereignty, all of these opportunities come with a variety limitations and restrictions that are often difficult to navigate. Added to this, is a long history of exploitation and misrepresentation from both the federal government and the private sector that has engendered a tradition of mistrust.

Nevertheless, tribes can lay the organizational groundwork for business success through entities such as Section 17 Corporations and SBA 8(a) Tribal businesses. Tribes have substantial opportunities in many business sectors. A few of them that are dealt with in this study include Indian Health Services 638 contracting, energy development and agriculture. The last section in this study outlines a plan of action and control so that CEDs planning results in implementation and constructive change, factors that are difficult, but achievable, for any small community with the right leadership and a will to succeed.

Tribes can take advantage of substantial advantages in areas of economic development.



B. CEDS Purpose and Requirements

A Comprehensive Economic Development Strategy (CEDS) is the outcome of a regional planning process that is encouraged by the federal Economic Development Administration (EDA) designed to assess current conditions and guide the responsible economic growth of an area. It includes an analysis of factors that account for a community's current economic state, identification of critical issues and economic opportunities, a clear vision statement, specific strategies to achieve community goals, and an implementation plan which ensures community and stakeholder participation.

The successful implementation of a CEDS is designed to result in economic growth through capitalization on current strengths, utilization of community resources, and improvements to labor, infrastructure, health, education, and housing. This is achieved while protecting natural resources and the environment, resulting in a higher quality of life for community members. The CEDS process is designed to be repeated every five years as a manageable means to achieve enduring economic health. It maintains, strengthens, and revisions long-term economic goals over decades by apportioning them into practical and attainable projects which create real and visible solutions to immediate problems.

The Public Works and Economic Development Act of 1965, as amended, requires a CEDS in order to apply for investment assistance under the U.S. Department of Commerce Economic Development Authority's (EDA) Public Works or Economic Adjustment Assistance Programs. The purpose of a CEDS Plan is to outline a positive vision for economic growth based on an understanding of a Tribe's values and goals as well as their current economic state, challenges, assets, resources, and opportunities.

REQUIRED CEDS PROCEDURE:

- Appoint a Strategy Committee
- CEDS draft must be available for review and comment by the public for a period of at least thirty days prior to submission
- Annual submission to the EDA of an updated CEDS performance report
- Submission of a new CEDS at least every five years, unless the EDA determines that a new CEDS is required earlier due to changed circumstances.

The Inter Tribal Council of Arizona, Inc. (ITCA) received funding from the United States Economic Development Administration (EDA), Department of Commerce to establish the Tribal Economic Development Program (TEDP). The Program was established to assist ITCA Member Tribes in the development of a Tribal Comprehensive Economic Development Strategy (CEDS); to provide technical assistance to Tribes on economic development; develop a survey for the ITCA Member Tribes; and to coordinate a Work Group of Members. The Cocopah and Kaibab Tribes CEDS plans are presented in separate documents.

The successful implementation of a CEDS is designed to result in economic growth through capitalization on current strengths, utilization of community resources, and improvements to labor, infrastructure, health, education, and housing.



The TEDP coordinated a Work Group established to bring together Tribal, public, and private entities in the creation of an economic roadmap aimed at diversifying and strengthening its Tribal economies within Arizona. This Work Group consisted of representatives from the ITCA Member Tribes and forty public and private institutions focused on education, workforce development, economic development, housing, health, leadership, policy and other areas. Appendix A is a complete list of participating TEDP Organizations. Work Group meetings were held on a quarterly basis or as needed to provide opportunities for input and recommendations in the development of the CEDS and to share information.

Some of the information and text in this plan is taken from an earlier document prepared for ITCA by Bluestone Strategy Group with the permission of ITCA.

C. Inter Tribal Council of Arizona

The Inter Tribal Council of Arizona, Inc. (ITCA) was established in 1952 as a 501(3)(c) non-profit organization to provide a united voice for Tribal governments located in the State of Arizona to address common issues of concerns. On July 9, 1975, the council established a private, non-profit corporation, Inter Tribal Council of Arizona, Inc.(ITCA), under the laws of the State of Arizona to promote Indian self-reliance through public policy development. ITCA provides an independent capacity to obtain, analyze and disseminate information vital to Indian community self-development.



Twenty-one federally recognized Tribes belong to ITCA. The members of ITCA are the highest elected Tribal officials: Tribal Chairpersons, Presidents, and Governors. These representatives are in the best position to have a comprehensive view of the conditions and needs of the Indian communities they represent. As a group, the Tribal Leaders represent governments that have a shared historical experience.

Consequently, the Tribes have a common governmental status as well as similar relationships with federal and state governments. The preservation of the rights of Tribes to protect and manage their resources for the benefit of their members and the protection of their right to self-determination and sovereignty are major goals of ITCA. Its Executive Board and the 21 ITCA Member Tribes (“Member Tribes”) are listed below; the Navajo Nation is not a Member Tribe of the organization.



- President:** Thomas Beauty, *Chairman, Yavapai-Apache Nation*
- First Vice-President:** Kasey Velasquez, *Vice-Chairman, White Mountain Apache Tribe*
- Second Vice-President:** Herman Honanie, *Chairman, Hopi Tribe*
- Secretary/Treasure:** Terry Rambler, *Chairman, San Carlos Apache Tribe*

ITCA Member Tribes:


- | | |
|-------------------------------|---|
| Ak-Chin Indian Community | Pueblo of Zuni |
| Cocopah Indian Tribe | Quechan Tribe |
| Colorado River Indian Tribes | Salt River Pima-Maricopa Indian Community |
| Fort McDowell Yavapai Nation | San Carlos Apache Tribe |
| Fort Mojave Indian Tribe | San Juan Southern Paiute Tribe |
| Gila River Indian Community | Tohono O’odham Nation |
| Havasupai Tribe | Tonto Apache Tribe |
| Hopi Tribe | White Mountain Apache Tribe |
| Hualapai Tribe | Yavapai-Apache Nation |
| Kaibab Band of Paiute Indians | Yavapai-Prescott Indian Tribe |
| Pascua Yaqui Tribe | |


The preservation of the rights of Tribes to protect and manage their resources for the benefit of their members and the protection of their right to self-determination and sovereignty are major goals of ITCA.

The mission statement of the ITCA is...

...To provide its member Tribes with a united voice and the means for united action on matters that affect them collectively or individually, to promote tribal sovereignty and strengthen tribal governments.


ITCA programs are briefly described and reference from the ITCA website:


Health
Close




Aging/Senior Services

The Inter Tribal Council of Arizona, Inc. Area Agency on Aging (ITCA-AAA) is the planning and service area for tribal communities served by ITCA.



AIRCH

To encourage practical research to improve American Indian peoples' health status, increase the number of American Indian scientists and health professionals engaged in research.



Dental Support Center

The ITCA Dental Prevention and Clinical Support Center (DPCSC) will add to the existing resources and infrastructure by providing continuing education opportunities and program management trainings for dental program staff.



In Community Spirit

In Arizona, American Indians and Alaskan Natives (AI/AN) are affected by sexually transmitted diseases (STD) at a disproportionate rate compared to other ethnic groups.

[Click here to learn more](#)



Teen Pregnancy

The ITCA Teen Pregnancy Prevention Program works to educate and reduce the risk of Sexually Transmitted Infections (STIs) and teen pregnancy rates.

[Click here to learn more](#)



Tribal Epidemiology Center

The ITCA TEC's purpose is to build tribally-driven public health and epidemiologic capacity among tribes in the Phoenix and Tucson Indian Health Service Areas in order to improve American Indian health and wellness.

[Click here to learn more](#)



Tribal Health Policy

This project provides the necessary support to facilitate an open and objective forum to address American Indian health care concerns, policy issues and Indian health budgetary priorities.

[Click here to learn more](#)



WIC

WIC is a nutrition program that helps families feed their children healthy foods. WIC provides nutrition information, healthy foods, and help accessing health care to moderate to low-income families.

[Click here to learn more](#)



Environment

[Click to Expand](#)



Air Quality

The goal of the Tribal Air Quality Program (TAQP) is to support tribal clean air initiatives at the local-community, regional and national levels.



Hazardous Materials

The purpose of the Hazardous Materials Emergency Preparedness (HMEP) Program is to create a better awareness among tribal communities of the importance of having a chemical emergency response plan, provide training, and assist in facilitating the development and permanent establishment of a Tribal Emergency Response Commission (TERC).



Pesticides

The purpose of the Pesticide Program is to provide tribes with operating funds to develop and implement pesticide regulatory programs under tribal law.



Solid Waste

The purpose of the Tribal Solid Waste Management Program is to provide assistance to tribes in order to increase their capacity to manage their solid waste programs and any relevant solid waste issues on their lands.



Tribal Leaders Water Policy

The Tribal Leaders Water Policy Council is established in order to broaden tribal leader participation in water policy and collaboration with federal, state and regional water resource management bodies, and strengthen tribal capacity through improved access to information and analysis on water management.



Tribal Water Systems

Since 1983, the Inter Tribal Council of Arizona, Inc. (ITCA) has provided technical assistance to tribes to improve drinking water and wastewater regulatory compliance by Tribal utilities in regards to the Safe Drinking Water Act and the Clean Water Act.



UST Compliance/Training

The Inter Tribal Council of Arizona, Inc. Environmental Quality Programs oversees the Underground Storage Tank Compliance Assistance and Training Support (UST CATS) Program.



Learning

[Click to Expand](#)



Frank Caverly Scholarship

The Frank J. Caverly Scholarship Fund provides supplemental financial support for American Indian students who are pursuing post-secondary education at a university, college, junior college, or vocational/technical school to cover the partial costs of tuition, books or other fees.



Social Services Consultation

ITCA provides consultation and liaison services to the twenty-two (22) tribal governments within the state and to the Department of Economic Security (DES) through intergovernmental coordination; training; and through the analysis and dissemination of information, including federal and state policies.



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Voter Education

Your Vote-Our Future is a statewide resource to encourage voter turnout among American Indians and Alaska Natives in Arizona.



Workforce Investment

The Inter Tribal Council of Arizona, Inc. (ITCA) provides federal Workforce Investment Act (WIA) funding to a consortium of eight Arizona tribal governments that allows the consortium to deliver employment and training services to their tribal populations.



Culture

[Click to Expand](#)



Cultural Resources

The Cultural Resources Project assists tribal governments in the protection and preservation of cultural resources including traditional life ways and aboriginal languages, sacred sites that include revered landscapes, sacred shrines, burial sites, traditional cemeteries and archaeological and historic sites.



Tribal Leaders Water Policy

The Tribal Leaders Water Policy Council is established in order to broaden tribal leader participation in water policy and collaboration with federal, state and regional water resource management bodies, and strengthen tribal capacity through improved access to information and analysis on water management.



Trust Fund

ITCA was instrumental in establishing the Arizona Inter Tribal Trust Fund in 1988 as part of the Arizona-Florida Land Exchange Act which provided that all monetary proceeds from the land exchange of the Phoenix Indian School property were to be deposited into two funds to supplement Tribal education.

ITCA operates more than 30 projects and employs a staff of 70 to provide on-going technical assistance and training to Tribal governments.



Community

[Click to Expand](#)



Indian Country Intelligence Network

The Mission of ICIN is to organize and share law enforcement information, expertise and training for the betterment of Tribal law enforcement in Indian Country.



Transportation Planning

The purpose of the transportation program is to expand consultation, coordination and cooperation between the Tribes in Arizona, Nevada and Utah and the federal, state and local transportation agencies.



Weatherization

The ITCA Weatherization Assistance Program (WAP) coordinates weatherization upgrades for low income households on tribal lands with the goal of lowering the annual utility bills for low income families.

The goal of ITCA and its commitment to the Member Tribes is to ensure the self-determination of Indian Tribal governments through their participation in the development of the policies and programs, which affect their lives.



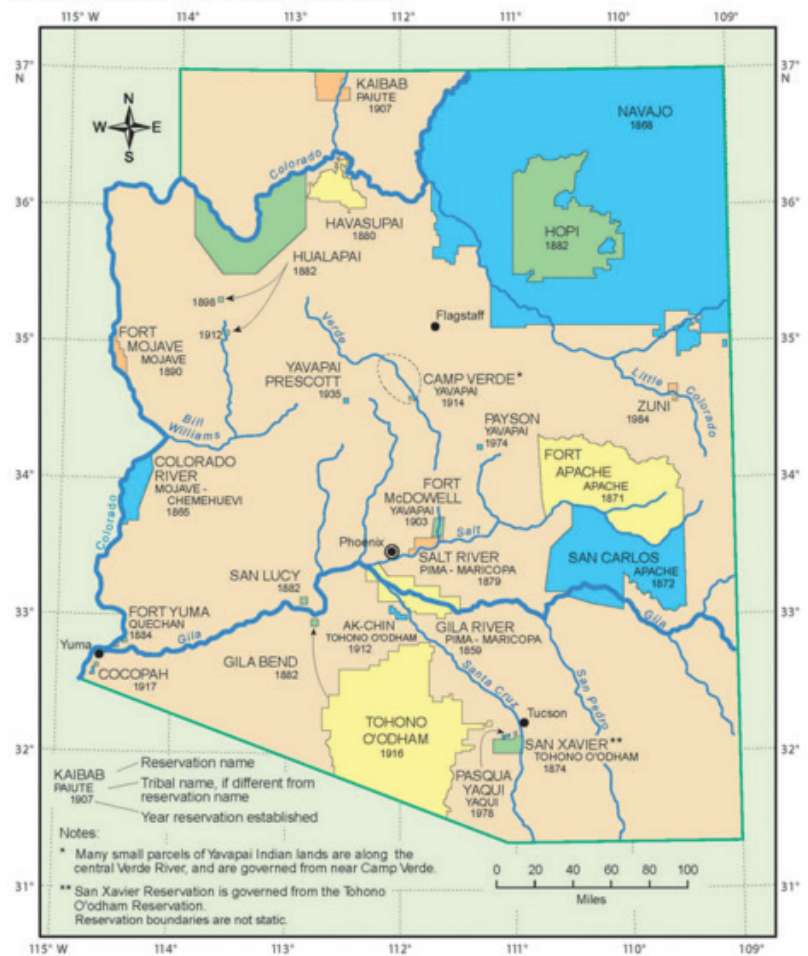
ITCA operates more than 30 projects and employs a staff of 70 to provide on-going technical assistance and training to Tribal governments in program planning and development, research and data collection, resource development, management and evaluation. In addition, the staff of ITCA organizes and conducts seminars, workshops, conferences and public hearings to facilitate participation of Tribal leaders in the formulation of public policy at all levels. The goal of ITCA and its commitment to the Member Tribes is to ensure the self-determination of Indian Tribal governments through their participation in the development of the policies and programs, which affect their lives.

II. HISTORY

Twenty-two sovereign Tribes currently inhabit Arizona, representing a wealth of cultural diversity. Total reservation land covers over a quarter of the state. Some Tribes are descended from Arizona's very first inhabitants. Others appeared just a few centuries before Spanish explorers trekked into the area. Today an estimated 5 to 6% of Arizona's total population is of American Indian ancestry. In fact, the state has the second largest American Indian population in the entire U.S.

There is a wealth of remarkably-preserved evidence of human activity from as far back as 10,000 years throughout northern and central Arizona. The earliest people in the area were nomadic hunters, who over time began to settle in rudimentary pit houses, turning more and more to agriculture as their technology developed. The people generally known as the Anasazi occupied what is now the Four Corners region, reaching into a good-sized chunk of northeastern Arizona. (Anasazi, the most widely-used archaeological term for this broad grouping of people, is a Navajo word meaning "enemy ancestors." The Hopi refer to these ancient people as "Hisatsinom. Others use the term "Ancestral Puebloans.") Roughly 1,000 years ago, they began creating pueblo-style communities, building complex multi-family dwellings into cliff and canyon walls throughout the area. Then, for reasons not fully understood, the Anasazi gradually deserted their Arizona homes in the 12th and 13th centuries. One theory is that a centuries-long drought made agriculture unviable, and the Anasazi migrated North and East to follow better growing conditions and eventually merge with the ancestors of current Pueblo peoples in New Mexico and Colorado.

Arizona's Indian Reservations





Around 600 AD, the Verde Valley and Mogollon Rim area saw the development of a somewhat distinct cultural group that archaeologists call the Sinagua (from the Spanish words sin-without and agua-water.) While it's unclear just how direct the genetic or cultural link is between the Sinagua and the Anasazi, they followed similar patterns in the way their communities developed, moving from pit houses clustered around rudimentary agriculture to elaborate cliff-dwellings and sophisticated agricultural techniques. And, like their more Northern neighbors, the Sinagua also completely abandoned their communities by the end of the 14th century.

The modern Hopi reservation is spread over 1.5 million acres, to the northeast of Flagstaff. The 11 main Hopi villages are clustered among the tops of three mesas across three mesas that serve as the concentration points of the Hopi community. Old Oraibi, located on Third Mesa, is considered the oldest continuously inhabited community in the United States. As of 2000, the Hopi reservation's population numbered about 7,000. By tradition, the people are divided into several matrilineal clans that serve as a powerful source of identity for their members.

The Hopi, who are most likely direct descendants of the Anasazi, are perhaps best known for their rich spiritual life marked by yearly ceremonial cycles that are still performed in their villages today. These ceremonies are more than the expression of philosophical abstractions—they developed in part as a matter of survival. A couple millennia spent coaxing corn, beans and squash to grow in the high country, where rainfall maxes out at 12 inches a year, puts man's dependence on his environment in the forefront of the collective consciousness. The ceremonies are designed to help maintain the correct harmony among the people and the universe so the best conditions for survival continue uninterrupted.



While the Hopi identity is inextricably linked with a harmonious, peaceful, “correct” life, Hopi history is still fraught with struggle. They lived in relative peace until the arrival of the Spanish and their attempts at conversion, culminating in the “Pueblo Revolt” of 1680. This marked a decrease in Spanish control over the area, and also a shift in population concentration from the foothills and valley floors to the top of the mesas for better defense. There has also been nearly 150 years of conflict between the Hopi and the Navajo over land rights, and today the Hopi reservation is surrounded entirely by the Navajo reservation.

Anthropologists and linguists theorize that the people known today as the Navajo were part of a larger group of people that migrated south from Alaska and Canada and began arriving in the Southwest between 1000 and 1200 A.D. Part of this group settled around the Four Corners region and adopted the agricultural lifestyle of the Hopi and Pueblo peoples, and became known to the nearby Hopi and Pueblo people, and exploring Europeans as the Navajo, or in their own language, Diné (The People).



The modern Navajo Nation includes about a quarter million people within 27,000 square miles spanning across the Four Corners region. Their land is contained within a rough circle with four mountains at the compass points: Mt. Blanca to the east, Mt. Taylor to the south, the San Francisco Peaks to the west and Mt. Hesperus to the north. These mountains and the land within their circle are all considered sacred by the Navajo.

The most common interpretation of the name Yavapai is that it comes from the Yavapai words Enyaleva (sun) and pai (people). The “People of the Sun” have been identified (or mis-identified) by handful of names throughout the centuries, but none that connect so perfectly to the heart of their very existence and the sun-drenched mountains, deserts and valleys that make up Yavapai country.

The Yavapai were among the first people in Sedona, Arizona. According to the Yavapai creation story, the Lady of the Pearl was sealed in a log with the Woodpecker and sent from Montezuma Well to prepare for a Great Flood. For days and nights to follow, it rained incessantly. Flood waters rose to cover every land form on the Earth. After 40 days, the rain stopped, the water receded and the log finally came to rest in Sedona. The Woodpecker freed the beautiful young woman from the log and guided her as she traveled to the summit of Mingus Mountain, bearing the white stone or pearl her people had given her for protection. There, she met the Sun, who fell in love with her. Returning to Sedona, she bathed in an enchanted pool in Boynton Canyon. Soon afterward, she became pregnant and gave birth to a daughter who became the “First Lady,” mother to all the Yavapai people.



The pre-19th century history of the Yavapai is less well-documented than those of many other Southwest peoples, possibly because of the Yavapai’s nomadic nature. Some anthropologists trace the Yavapai to groups who migrated from the Colorado River regions around 1,300 AD, overlapping to some extent with the Sinaguans, while others think they may be direct descendants of the Sinaguans. Prior to the 19th century, the nomadic Yavapai occupied a triangle-shaped wedge of land bordered by the Colorado, Gila and Verde rivers. Small family groups would sometimes travel up to 30 miles a day to follow game or other resources, and would only cultivate small crops, typically in riparian areas, that they would return to seasonally.

Based on linguistic and cultural similarities, the Yavapai are considered to be closely related to the Havasupai and Hualapai people. In addition to a rich folkloric tradition, the Yavapai are also well-known for their striking basket designs, often made from willow and devil’s claw. Baskets served a critical function in the Yavapai’s nomadic lifestyle, providing a sturdy but lightweight means of transporting belongings—some were woven so tightly they could even carry water.

Today the Yavapai are officially represented by two Tribes: the Yavapai-Apache Nation located in Camp Verde, AZ and the Yavapai-Prescott Tribe in Prescott, AZ.



The Apache descended from people who migrated from the North & East, settling in the plains and throughout the Southwest in the 9th century A.D. Subsets of the Western Apache group occupied much of Eastern and central Arizona. They came into frequent conflict with the pueblo people in New Mexico, and it's generally thought that the word "Apache" comes from a Zuni word meaning "enemy." The Apache garnered a reputation as fearsome warriors among other Four Corners area natives, the Spanish explorers, and the U.S. Forces that engaged with them in the long and devastating "Indian Wars."

The Apache were somewhat more nomadic than their Hopi and Navajo neighbors, moving camp frequently to follow game. Even in the southwest where the Navajo constructed permanent hogans and the Zuni people created dwellings carved into rock, Apache dwellings resembled the tent-like structures of the plains, with supporting poles covered with brush or reed mats. They had a unique relationship with domestic dogs, using them as pack animals to haul their belongings from camp to camp. Even in the 17th century when they turned more to agriculture, the Apache still traveled to take advantage of wild crops including mescal, saguaro and acorns, in addition to planted crops.

Ever resourceful, taking the best of what they encountered among other people and adapting it as their own, the Apache became legendary horsemen once the animals were introduced by the Spanish, and feats of hunting and raiding on horseback still are woven throughout Apache legend.

Culturally and linguistically the Yavapai and Apache are clearly separate, but nothing bands people together like adversity and tragedy, and a common enemy – and the Yavapai and Apache experienced all three in the latter part of the 19th century, as settlers began pouring in to the Verde Valley and the US Government waged an open campaign to rid the Verde Valley of all native inhabitants. Various raids, murders and battles culminated in 1875, when 1,500 Yavapai and Apache people were forcibly removed from their Camp Verde reservation and marched 180 miles away on foot to San Carlos on an order from the US government. Twenty-five years later, two hundred Yavapai and Apache people made the journey back home to the Verde Valley, where their new reservations combined in 1927 to form the Yavapai-Apache nation, which encompasses 665 acres around Camp Verde, Clarkdale and Rimrock.

Ancestors of today's Southern Paiute peoples entered the Arizona region around the 14th century CE. Prior to contact with Europeans, the Paiutes led a highly mobile nomadic lifestyle. Southern Paiutes lived for many years near the ancient Pueblo peoples who were already settled in the area, and adopted their techniques for raising corn and other traditional crops. The extended family was the main unit of social organization. Bands were composed of loose affiliations of families led by a headman selected for his abilities.

The first European contact with the Southern Paiute occurred in 1776, when fathers Silvestre Vélez de Escalante and Francisco Atanasio Domínguez encountered them during an attempt to find an overland route to the missions of California. Before that date, the Southern Paiute suffered slave raids by the Navajo and the Ute. The Paiute settlements in the Great Basin were relatively free of non-Native settlers until the first Mormons arrived in 1847. Within ten years, the first Indian reservation was established in order to assimilate the Native population. The attempted

Twenty-two sovereign American Indian communities currently inhabit Arizona, representing a wealth of cultural diversity.



acculturation process included sending children to Indian schools and limiting the land bases and resources of the reservations. Epidemics of smallpox, cholera, and other diseases swept through Paiute communities in the 1830s and 1840s.

In 1851, Mormon settlers strategically occupied Paiute water sources, which created a dependency relationship. As the Mormons built their forts and villages around Paiute springs, the Indians became dependent on the “good will” of the invaders.

The introduction of European settlers and agricultural practices (most especially large herds of cattle) made it difficult for the Southern Paiute to continue their traditional lifestyle, as it drove away the game and reduced their ability to hunt, as well as to gather natural foods. Paiute lands were overgrazed and former sources of food as well as water were increasingly taken over by the settlers. The Kaibab Paiute began to starve and were forced to move to small camps near the Mormon settlements and take small jobs for food. This was a very big change for the Kaibab Paiute, and over the next 20 years the Tribe lost about 90 percent of their population.

The Paiutes were impoverished through the loss of traditional economies, suffered population loss from disease and violent conflicts, and were removed from the emerging market economies of non-Indian communities. They were largely ignored by the U.S. government through the first three decades of the twentieth century. Kaibab remains culturally distinctive despite three hundred years of European impact which brought epidemic disease, enslavement and captivity in the 17th and 18th centuries, baptism and massacres in the 19th century and now, in the late 20th century, the problems of energy, food, water, shelter and political self-determination in an increasingly urbanized American society.



The Cocopah Indians have a similar culture to the southern California Kumeyaay people. The Cocopah people lived in the lush Colorado River Delta. The Delta basically dried up after dams were built on the Colorado River, driving a self-sufficient people into abject poverty. Since the 1980's the Cocopah have come back through the development of Tribal businesses. (Above section partially taken from <http://www.gatewaytosedona.com>)

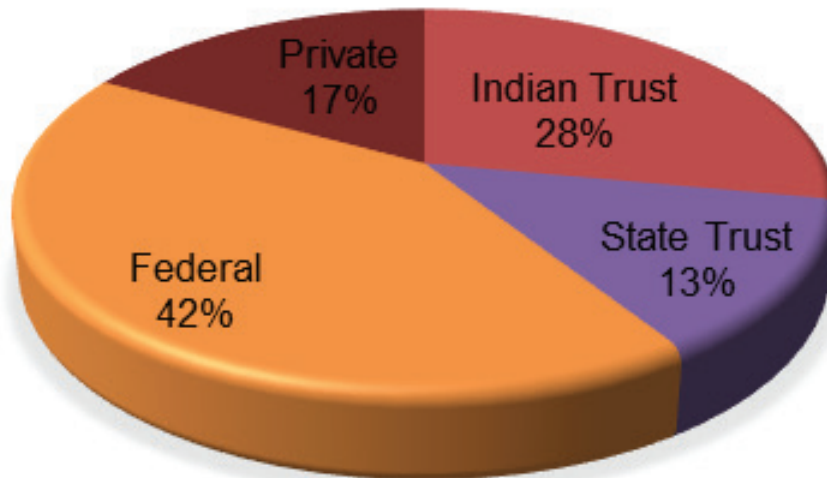
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III. TRIBES

A. Land

The land composition for Arizona is divided as federal, private, Indian trust and state trust, as shown below. The federal lands include the U.S. Forest Service, National Park Service, Fish & Wildlife, Bureau of Land Management, and the Department of Defense.



Tribal lands make up 28% (31,469) million acres of land in Arizona. The ITCA Member Tribes with the largest tribal lands include the Tohono O’odham Nation bordering the U.S. and Mexico with 2.8 million acres, San Carlos Apache Tribe with 1.8 million acres, the Hopi Tribe with 1.5 million acres, White Mountain Apache Tribe with 1.66 million acres, and the Hualapai Tribe with 993 thousand acres. At the other end of the trust land spectrum is the San Juan Southern Paiute although federally recognized, the Tribe does not currently have a reservation land. San Juan Southern Paiute has a community in Tuba City located on the Navajo Nation reservation; and the Pueblo of Zuni has a portion of its tribal trust land located in New Mexico. Zuni land located in Arizona does not hold any lodging or attractions.

In general there are three kinds of Tribally owned land: trust land, in which the federal government holds legal title, but the beneficial interest remains with the Tribe; restricted fee land where the Tribe holds legal title, but with legal restrictions against alienation or encumbrance; and fee land purchased by Tribes, where the Tribe acquires legal title under specific statutory authority. Fee land owned by a Tribe outside the boundaries of tribal land is not subject to legal restrictions against alienation or encumbrance, absent any special circumstances. The law is not clear whether such restrictions apply to fee land within the boundaries of a tribal land. Tribal trust lands are lands held by the federal government.



Tribal trust lands have an economic advantage since there are no federal or state taxes that are applied to the lands and the Tribe is in control of the business infrastructure to support growth and development.

Tribes	Reservation	Acreage	Reservation Population
Ak-Chin Indian Community	Ak-Chin Indian Reservation	21,480	1001
Cocopah Indian Tribe	Cocopah Reservation	6,368.42	817
Colorado River Indian Tribes	Colorado River Indian Reservation	268,964*	7077
Mountain Apache	Ft. Apache (White Mountain Apache Reservation)	1,664,984	13409
Fort McDowell Yavapai Nation	Fort McDowell Yavapai Nation	26,400	971
Fort Mojave Tribe	Fort Mojave Reservation	32,970+	1004
Quechan Tribe	Fort Yuma-Quechan Indian Reservation	43,958*	8
Gila River Indian Community	Gila River Indian Community	373,365	11712
Havasupai Tribe	Havasupai Reservation	185,516	465
Hopi Tribe	Hopi Reservation	1,561,213	7185
Hualapai Tribe	Hualapai Indian Reservation	992,463	1335
Kaibab-Paiute Tribe	Kaibab Indian Reservation	120,413	240
Pascua Yaqui Tribe	Pascua Yaqui Reservation	8,277	3484
Salt River Pima-Maricopa Indian Community	Salt River Pima-Maricopa Indian Community	53,000	6289
San Carlos Apache Tribe	San Carlos Apache Reservation	1,834,781	10068
San Juan Southern Paiute	No Reservation	0	0
Tohono O'odham Nation	Tohono O'odham Nation Reservation	2,854,881	10201
Tonto Apache Tribe	Tonto Apache Reservation	85	120
Yavapai-Apache Nation	Yavapai-Apache Nation Reservation	644	718
Yavapai-Prescott Tribe	Yavapai-Prescott Reservation	1,425	192
Zuni Tribe	Zuni Reservation	463,278.18	0

*includes Arizona and California + includes Arizona, California and Nevada **includes Arizona and New Mexico

One way that Tribes can use land to leverage development is through rights-of-way negotiations, especially with utility companies to facilitate energy projects. This is dealt with in the section on Energy.





B. Demographics

The last comprehensive U.S. Census was taken in 2010. That means that relevant Census information is dated. The U.S. Census is notorious for under counting American Indian population, however, it is the official count until a new census is taken 2020. The BIA compiles Tribal demographic data as well. The best demographic data is often compiled by the Tribe itself. Tribal enrollment requirements preserve the unique character and traditions of each Tribe. The tribes establish membership criteria based on shared customs, traditions, language and tribal blood quantum.

For decades through 1960, the American Indian population, as enumerated in U.S. censuses, grew little if at all. From a population of 248,000 in 1890, American Indians increased to 524,000 in 1960. While this represents a doubling of the population, the average annual growth rate over the entire 70-year period was only 1.1 percent—a very low figure resulting from mortality. Since 1960, the American Indian population has exhibited explosive growth, increasing from 552,000 to 1,959,000, or 255 percent, representing 4% annual growth. Native Americans are now the fastest growing population in the country. By 2050, the American Indians is expected to increase by more than three million. This means that tribal governments are going to have to pay increasing attention to infrastructure, housing, economic development and jobs.

American Indians are now the fastest growing population in the country

American Indian owned businesses are on the rise. From 2002 to 2007, receipts for Indian owned or tribal businesses jumped by 28%. More than half of Native businesses fall into the construction, repair, maintenance and personal services categories.

Today, the majority of American Indians live off the reservation. The 2010 U.S. Census data reported that 78% of American Indian and Alaska Native lived outside their respective reservations. In tribal communities, many people choose to live in a city or town near the reservation because of the lack of jobs on the tribal lands. Living close to the tribal lands in a nearby city or town allows them easier access to return home primarily to continue to sustain their cultural connection with their Tribe and to keeping their family ties and obligations. Regardless of where they choose to live off the reservation, whether it is Tucson or Phoenix, Tribal members refer to their tribal lands as “home.”

SEX AND AGE	Aggregate Tribal Reservation	Arizona
Total population	76,296	6,479,703
Male	48%	49.70%
Female	52%	50.30%
Under 5 years	11%	6.90%
5 to 17 years	N/A	18.10%
18 to 24 years	N/A	10.00%
25 to 34 years	13%	13.40%
35 to 44 years	11%	12.80%
45 to 54 years	12%	13.00%
55 to 64 years	9%	11.50%
65 to 74 years	5%	8.20%
75 years and over	3%	0.60%



Data identified throughout the plan as Aggregate tribal land was compiled from the Census 2010 Decennial U.S. Census and 2011 American Community Survey 5-Year estimates. Information from the U.S. Census data is based on respondents who chose to identify either as only American Indian/Alaska Native and no other race (AI/AN Alone) or as American Indian/Alaska Native in combination with another race in Arizona (AI/AN Combination). This is self-reported data and therefore, respondents may or may not be enrolled members of a federally recognized Indian Tribe located in Arizona. However, the information is useful for understanding the American Indian population in aggregate as it compares to the state and local counties. Figure 1 shows the total population identified as American Indian/Alaska Native combined to be larger than the AI/AN alone (this includes both on and off reservation).

The Aggregate Tribal Reservation Data is made up of Member Tribes with the exception of San Juan Southern Paiute and the Pueblo of Zuni. San Juan Southern Paiute does not yet have a tribal land base. The Arizona portion of the Zuni tribal land is undergoing environmental restoration and is not open for tourist activities.



Regardless of where they choose to live off the reservation, whether it is Tucson or Phoenix, Tribal members refer to their reservation as “home.”



The Indian population is significantly younger than Arizona’s as a whole; therefore, Tribes are in position to plan and invest in opportunities to strengthen economic goals in the areas of education and workforce development.

The following table shows each of the Member Tribes’ recognition dates and total enrollment as of 2012. Total enrollment refers to people who met the specific eligibility criteria established by the individual Tribes themselves. Being enrolled in a Tribe does not mean the individual lives within their respective reservation. Furthermore, tribal enrollment does not reflect the total population on the reservation, as many non-tribal individuals reside within tribal lands among tribal members.



Tribe	Date Recognized	Enrollment
Ak-Chin Indian Community	1912	919
Cocopah Indian Tribe	1917	1,065
Colorado River Indian Tribes	1865	3,895*
Fort McDowell Yavapai Nation	1886	926
Fort Mojave Tribe	1910	1,365
Quechan Tribe	1884	3,650*
Gila River Indian Community	1859	20,717
Havasupai Tribe	1880	650
Hopi Tribe	1882	13,552
Hualapai Tribe	1883	2,231
Kaibab-Paiute Tribe	1934	341
Pascua Yaqui Tribe	1978	18,000
Salt River Pima-Maricopa Indian Community	1879	9,504
San Carlos Apache Tribe	1871	14,873
San Juan Southern Paiute	1994	300
Tohono O'odham Nation	1874	28,000
Tonto Apache Tribe	1972	110
White Mountain Apache Tribe	1871	16,832
Yavapai-Apache Nation	1925	2,352
Yavapai-Prescott Tribe	1935	161
Zuni Tribe	1877	19,632**
*includes Arizona and California		+ includes Arizona, California and Nevada
**includes Arizona and New Mexico		

C. Housing

The need to provide adequate housing is an issue every tribe faces. Many younger Tribal members and families have expressed a desire to return home but are unable to find housing. The need for identifying new sites and acquiring funding for housing development has become a major concern for Tribal Leaders. Several Tribes have successful construction companies that have started by building homes on-reservation.

According to the National American Indian Housing Council, an estimated 200,000 housing units are needed immediately in Indian Country across the U.S. The Council estimates that approximately 90,000 Native families are homeless or under-housed. These estimates were developed in 2003 and are still quoted in many studies and articles on Indian Housing today. However, the situation today is considerably worse. The American Indian population is growing about 4% per year which translates into a doubling every 25 years.

Besides the need for new housing, there is a serious problem with existing housing on most tribal lands. About 40% of on-reservation housing is considered inadequate. Since the waiting list for tribal housing is long, and most Tribal people living off-reservation have family back home, overcrowding is common. The lack of infrastructure on many tribal lands limits the ability of Tribes to build new housing. Tribal members sometimes end up living in trailers or temporary housing without adequate infrastructure.



From the 50's to the 70's HUD-funded homes built on tribal lands that were generally poorly built with cheap materials and poor design with scant attention paid to energy efficiency, durability, aesthetics, or cultural relevancy. Many tribal lands have neighborhoods of these cookie cutter homes that are falling apart. Now, under NAHASDA (Native American Housing Assistance and Self Determination Act of 1996) Tribes have considerable flexibility over government-funded housing. HUD is now prioritizing green, energy-efficient construction and a more holistic view of housing that fits in with overall community development. Yet the decades of inadequate housing have taken their toll, both in the existing housing stock on Tribal land and in what people have gotten used to.

NAHASDA reorganized the system of housing assistance provided to American Indians through HUD by eliminating several separate programs of assistance and replacing them with a block grant program. The result gives Tribes more flexibility in how HUD housing funds are spent and managed. The intent of the legislation was to help improve the unsatisfactory conditions of housing in Indian Country by reducing the regulatory structures that burdened Tribes and strengthening the unique government-to-government relationship between the US and federally-recognized Tribes in which Tribes exercise a measure of control in how federal housing dollars are spent. These paradigms are just beginning to be taken advantage of by Tribes.

In general tribal housing departments depend upon annual Indian Housing Block Grant Funds (IHBG) to construct a minimum number of units while the demand for units continues to grow exponentially. IHBG funding is provided to Tribally Designated Housing Authorities (TDHE's) or to individual Tribes that manage these funds under NAHASDA. Under NAHASDA, the Tribe or TDHE has the ultimate decision-making authority as to the spending of the annual Indian Housing Block Grant, as well as oversight responsibility. IHBG funding is determined by a formula that takes into consideration two components: the current assisted housing stock (CAS) for that Tribe/TDHE; and what the need is for that Tribe/TDHE. HUD funding is only applicable to low-income home owners. The allocation, however, never comes close to meeting need.

Different Tribes and TDHE's have varying levels of capacity and ability to construct homes. Home construction is a complex process. Some specialized consultants or progressive tribal housing people attempt to find ways to meld financial mechanisms such as private equity tax credits, New Market Tax Credits or other vehicles in order to stretch HUD dollars. Despite these attempts, very little innovative financing for residential development actually comes to fruition on reservations.

One Tribe in New Mexico identified an ingenious financial system that is simple and elegant and not hard to carry out to address housing needs that can be replicated by other Tribes. Under HUD Title IV regulations, Tribes or TDHE's are allowed to draw down up to five years of annual IHBG funds in advance, and forego receiving these funds in future years. A Tribe can set-up its Housing Department as a mortgage company. This allows the Housing Department to apply for BIA 184 guaranteed 30-year mortgages on behalf of the people who qualify for IHBG qualified

According to the National American Indian Housing Council, an estimated 200,000 housing units are needed immediately in Indian Country across the U.S.



housing. The Housing Department uses the 184 loans to pay-off the Title IV obligations. This allows the Tribe to apply for a new Title IV five-year allocation within 6 months after pay-off, and is a viable way to leverage federal funding to meet pressing housing needs in Indian Country, effectively turning around HUD funds quickly and applying for new allocations.

The Tribe has a mechanism in place working with Tribal officials and security to evict Tribal members for non-payment of mortgages, and this authority is used. At the same time, the Housing Department is careful to qualify mortgage holders, strives to ensure that mortgages are economical and provides credit counseling to homeowners so that evictions are used infrequently and only as a last resort.

For a look at tribal housing and tribal economies, a qualitative survey is shown. The survey is an amalgamation of impressions from all reservations in Arizona and does not seek to depict any one reservation. Across the State, tribal housing is almost exclusively single-family designed dwellings, with multiple families living in one home. Overcrowding in tribal community homes is common with multi-generational family living under the same roof. Driving through a tribal residential area, one is struck by the rows of houses, mostly well kept. Often, homes are small, and too many appear to be in less than normal condition sometimes with signs of neglect in yard and structure maintenance. The houses on tribal trust lands are almost exclusively government built and reflect the federal definition of “modest.” Ownership, when it exists, typically occurs when a family has made payments on a home through the HUD Mutual Help Homeownership Opportunity Program for a number of years. The most notable difference in reservation residential areas and off reservation housing areas is there are no “for sale” signs visible on the reservation. Since most Reservation land is under federal tribal trust land status, there is not a developed real estate market. Homes can be purchased and/or built on tribal trust lands, but the land itself cannot be purchased and sold like fee simple land, but rather it is leased in most cases for 25-50 years to the homeowner and remains in trust status with the federal government retaining title on behalf of the Tribe for the tribal member.



The reservoir of accumulated wealth for most Americans is the equity in their home. This accumulated wealth equity is the most common source of financing for small business startups. Since small businesses reportedly account for two-thirds of the jobs in the overall economy, the lack of this most common financing mechanism in the tribal lands is a possible explanation of why there

are fewer American Indian entrepreneurs compared to the larger economy. Without ownership as a standard in the community, many houses are viewed as the responsibility of the tribal government TDHE, not the responsibility of the renter or assigned tenants.



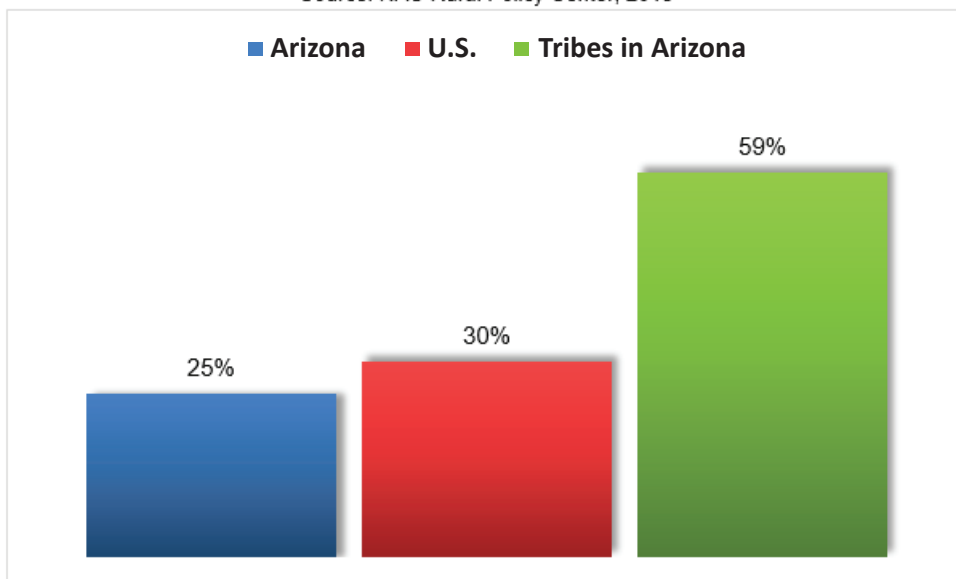
IV. TRIBAL ECONOMICS

A. Economic Impact of Tribes and Comparison to Arizona

Tribes in Arizona have a significant economic impact on Arizona's economy. According to the Arizona Rural Policy Institute, in 2014 the tribal aggregate household income was \$3.3 billion. This resulted in the stimulation of \$39 million in property taxes, \$56 million in sales taxes, supported 16,000 jobs and \$2 billion in consumer goods spending off of the reservation. Furthermore, from 2000 to 2013 the per capita income for Tribes significantly increased in comparison to Arizona and the U.S.

Table 6: Per Capita Income Increase 2000-2013

Source: NAU Rural Policy Center, 2015



The Tribes of Arizona have a significant economic impact on Arizona's economy.

Arizona has the second largest Native American population. Federal funding is channeled directly to Tribes or to Tribal entities to support services such as education, healthcare, housing, workforce development, public safety and more.

In Arizona, the primary revenue source for the majority of Tribes is gaming. Sixteen (16) of 22 Tribes operate twenty-three (23) gaming properties. The Arizona Indian Gaming Association (AIGA) reported that from 2004-2014 the Arizona Benefits Fund (shared gaming revenue with the State of Arizona and local governments) invested \$1 billion towards Arizona's Education Improvement Fund, Trauma and Emergency Fund, Wildlife Conservation Fund, Arizona Fund and direct contributions to cities, towns and counties.

Economic diversification beyond gaming allows Tribes to create additional development opportunities that help to manage market and consumer fluctuations, thus promoting sustainability for generations to come. This commitment to diversification in revenue streams will support a balanced economic development agenda and job creation.



The statistics from Table 7 listed below, gathered from the 2010 census, reveal two key bits of information. The first is the percentage of employment by sector, which reveals that a significantly larger percentage of those employed work for the government sector on reservations as compared with the state of Arizona as a whole. The second statistic is household income, significantly smaller for reservation residents than for the state. The census data validates the need to focus on an overarching economic development strategy for each of the Tribes: 1) diversify the economy so the private sector employment more closely approaches that of the state; and 2) increase household incomes.

Table 7: Comparison of Wages and Salaries, 2010

Source: U.S. Census 2010

	Arizona	Ak-Chin	Cocopah	Colorado River Indian Tribe	Ft. McDowell
Private Wage and Salary %	78.4	24.1	51	45.9	47.1
Government %	15.3	75.9	46.5	45.7	51.4
Self Employed %	6.2	0	2.6	8.4	1.5
Median Household Income	\$50,752	\$31,210	\$37,448	\$30,328	\$52,917

	Ft. Mojave	Gila River	Hualapai	Havasupai	Hopi
Private Wage and Salary %	77.8	44.3	24.8	9.9	28.1
Government %	21.4	52.5	73.9	90.1	53.4
Self Employed %	0.8	10.2	1.2	0	17.1
Median Household Income	\$33,594	\$26,750	\$45,865	\$32,750	\$34,094

	Kaibab	Pascua Yaqui	San Juan Paiute	Salt River	Quechan
Private Wage and Salary %	47.7	42.6	*	52.4	*
Government %	52.3	50.8	*	44.7	*
Self Employed %	0	6.5	*	2.8	*
Median Household Income	\$25,000	\$33,846	*	\$33,115	*

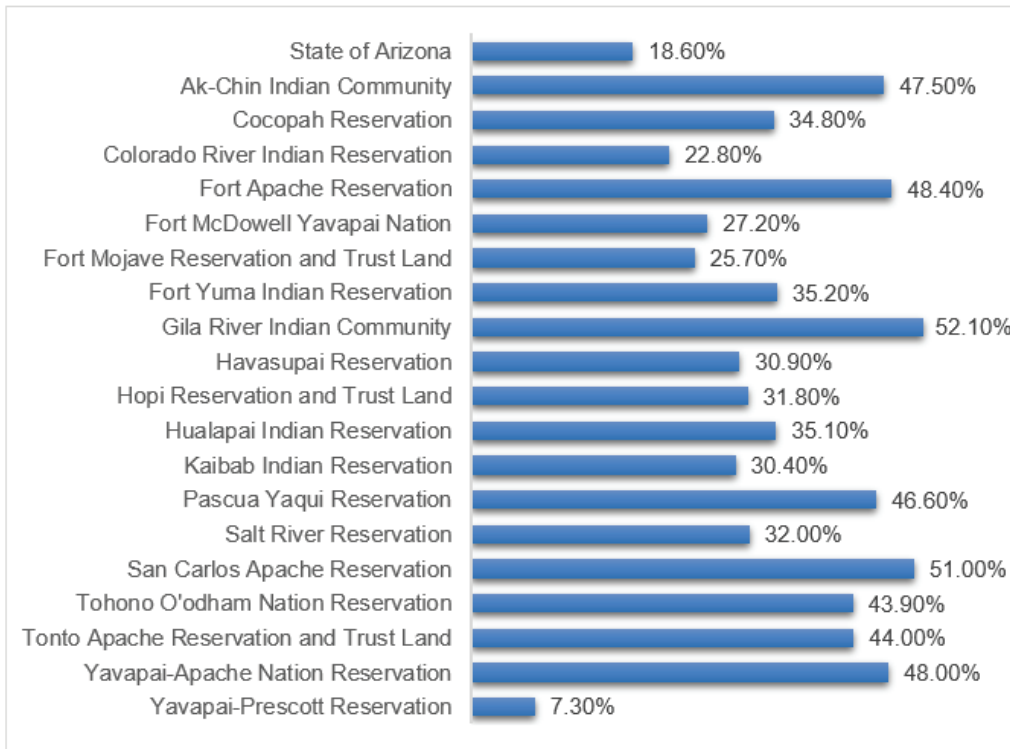
	Tohono O'odham	Tonto Apache	White Mountain Apache	Yavapai-Apache	Yavapai-Prescott
Private Wage and Salary %	33.7	67.5	30.6	35.5	10.9
Government %	60	25	65.9	61.7	89.1
Self Employed %	4.3	7.5	3.5	2.9	0
Median Household Income	\$25,885	\$20,833	\$26,134	\$31,389	\$35,298



The table below shows the poverty rate for people living under the federal poverty level within tribal lands of Arizona's. As shown, the Tribes have a significantly higher poverty rate ranging from 22% to 52% as compared to Arizona with 18%. Only the Yavapai Prescott Reservation has a lower poverty rate than Arizona, at 7%. The data sets further illustrate that the strategy for Arizona Tribes is to reduce reliance on the government sector and create a vibrant private sector as the strategy to achieve economic prosperity for Tribes and tribal members in Arizona.

Table 9: Poverty Rates on Reservation, 2013

Source: 2013 ACS 5-Year Estimates



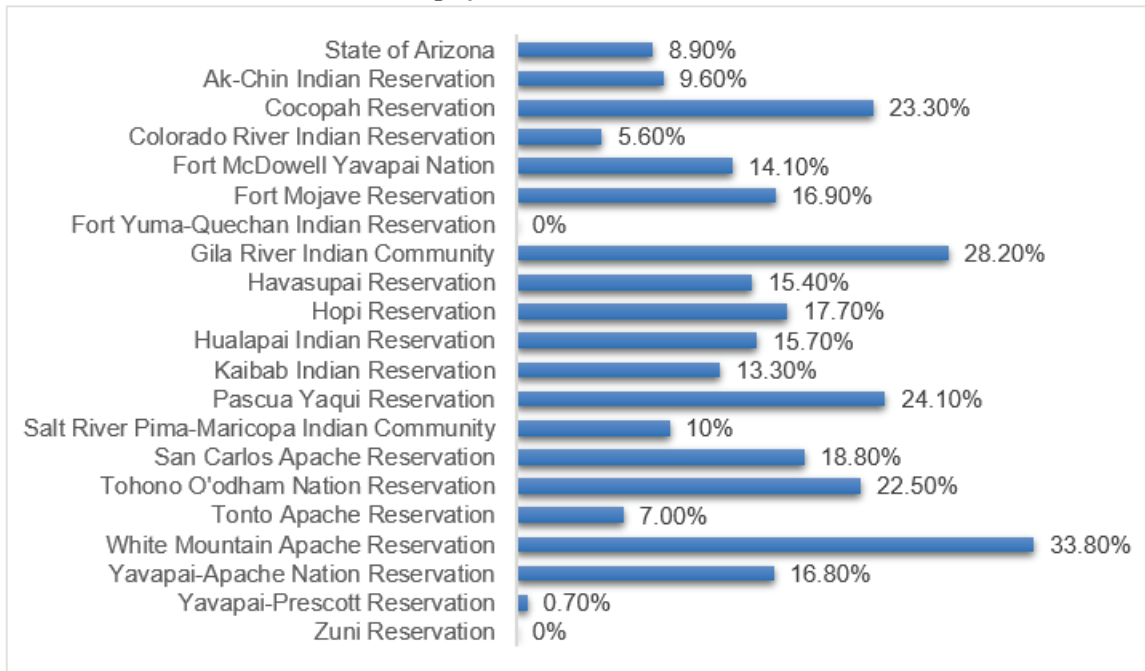
Tribal government and gaming/entertainment industries are the largest employers for many Tribes in Arizona. However, there is a need to focus on opportunities to improve workforce skills and education and diversify economies





The table below shows Tribes in Arizona have a higher unemployment rate in comparison to the Arizona general population. The data for Fort Yuma Quechan Indian Reservation in Arizona shows no unemployment because of the low reported population of 13 people. Zuni reports no unemployment because the tribal land is only for cultural and ceremonial purposes; no tribal members live on these tribal lands.

Table 10: Unemployment Rate on Reservation, 2011
Source: Demographic Profiles for Arizona Indian Reservations



The Table below shows the types of occupation and industry for AI/AN in comparison to Arizona. Tribal specific data regarding their respective occupations and industries was not analyzed. In Arizona, most occupations are in “management, business, science and arts” occupation. The Table shows the service occupations to be higher for AI/AN Alone and in Combination.

Table 12: Regional Occupation Comparison, 2013
Source: 2013 ACS 1- Year Estimates

Occupation	Arizona	AIAN Alone	AIAN Combination
Civilian employed population 16 years and over	2,721,866	87,484	108,332
Management, business, science, and arts occupations	35%	25%	27%
Service occupations	20%	29%	27%
Sales and office occupations	27%	23%	24%
Natural resources, construction, and maintenance occupations	9%	12%	11%
Production, transportation, and material moving occupations	9%	11%	11%



B. Education

The Tribal government and gaming/entertainment industries are the largest employers for many Tribes in Arizona. However, there is a need to focus on opportunities to improve workforce skills and education. Increasing educational attainment for the Tribes help to improve workforce readiness for professional positions that require higher education, but increase individual tribal member income earning potential and ultimately helping Tribes out of poverty.

The manner in which Tribes administer their education system varies, as some Tribes have established Tribal education districts located on the reservations, funded by the Bureau of Indian Education and other sources. While other Tribes closer to metropolitan areas choose to utilize the Arizona public school system for K-12 education. Post-secondary education is available through community colleges located throughout the State; public universities located in Flagstaff (Northern Arizona University), Tempe (Arizona State University) and Tucson (University of Arizona); and other private universities and technical colleges.

The Tohono O’odham Nation operates the Tohono O’odham Community College for skills training, certification and associate degrees. Many Tribes subsidize education for tribal members. Some Tribes are very rural, however, and have limited funds, so attending a collage or a university may be difficult.

Although the resources for higher education are available for Tribes throughout Arizona, more can be done to increase access to higher education and improve educational attainment for Bachelor’s degrees or higher. There is a major need for trained and educated Native professionals to work for Tribes. Many times education can be a “brain drain”, as educated Tribal members find lucrative employment opportunity off-reservation.

C. SWOT Analysis and Strategic Direction





Each Tribe is different and with varying Strengths, Weaknesses, Opportunities and Threats (SWOT). However, the following chart depicts a SWOT analysis that is characteristic of most Tribes in Arizona, according to input from tribal members, administration and the CEDS Committees, with a fair amount of consensus.

As Tribes continue on their path toward long-term economic stability, it is important to consider Tribal economy, beyond start up, economic development projects. A Tribal economy should be envisioned as inclusive of both economic development and community development synergistically working to create a thriving and complementary economy that generates revenues, creates jobs and addresses the government service priorities of the Tribe and their community members. As many Tribes in Arizona play a significant economic and employment role in their regions, economic development planning should consider the region that surrounds the Tribe and how to best involve the surrounding community stakeholders. Tribes who have been successful in creating an economic base with a primary revenue driver are in an extraordinary position to diversify their economy beyond their primary revenue source and have an opportunity to provide regional goods and services beyond the tribal community.

The Tribes in Arizona have land and water resources that can be used to create a valuable mix of retail and potential industrial opportunities. Tribes have already initiated infrastructure development over the last two decades to support their governments, communities and primary revenue drivers. With the potential tax advantages of doing business on tribal land, there is a potential for updated master planning of lands that may have high traffic counts or are currently located where there are existing attractions or businesses. Tribes may want to consider reviewing their legal business infrastructure and commit to updating in order to attract potential lease agreements, partners, or joint venture relationships. Maximizing connectivity to broadband, Wi-Fi, and IT resources is another valuable tool that Tribes can use to enhance business potential on tribal lands.

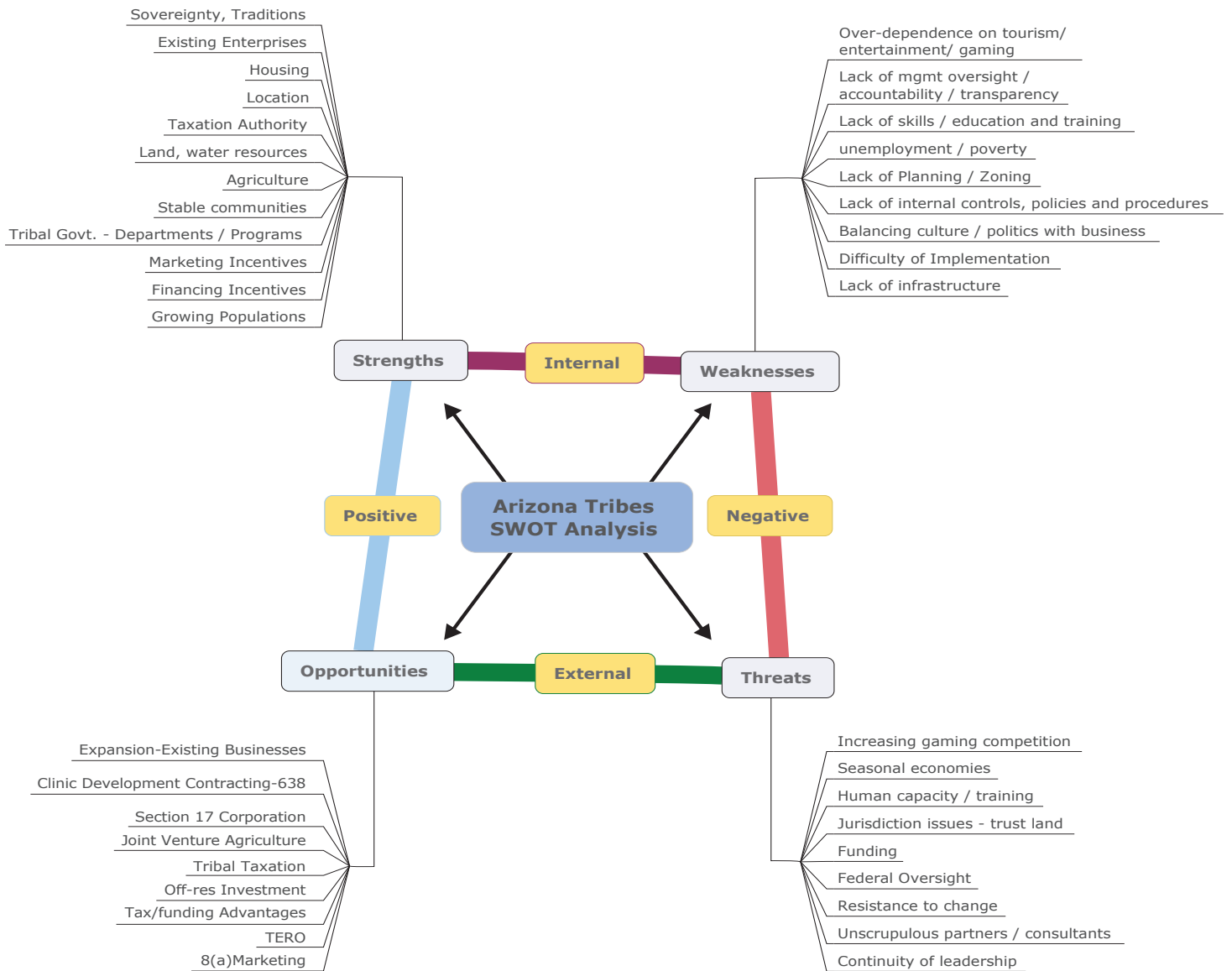
Diversifying the economic mix has the added benefit of increasing resiliency as Tribes are no longer dependent on one primary sector, usually the tribal government, for its economic wellbeing. Tribal diversification into gaming and other revenue streams has already helped tribal governments focus on developing their tribal laws and policies and on becoming strong regional providers of goods and services rather than just being tribal member employment agencies. It is believed that with a continued commitment to tribal business diversification with a focus on physical and legal infrastructure development an increase in higher paying jobs and career opportunities will be available. This could lead to a growing need for management and a skilled labor force depending on the businesses that are sought out and brought onto tribal lands. Tribes have made significant investment into tribal member education and training. Tribes in Arizona can support the development of small business environment within the Tribal community. A strong diversified mix of Tribal government jobs, Tribal owned business jobs and privately owned business, should lead to an increase in overall household incomes.

ITCA appreciates the diversity of each Member Tribe economic goals and their decision to seek federal funding to support tribal specific economic initiatives.

As a resource to the Member Tribes, two goals have been established to strengthen ITCA's role in assisting Tribes accomplish their individual economic goals. The goals assist Tribes to strengthen the business infrastructure in



ARIZONA Tribes - SWOT ANALYSIS



Arizona SWOT (2).mmap - 11/23/2015 - Mindjet



order to successfully implement economic programs, services, enterprises and other ventures. The goals are as follows:

Goal 1: Actively support and assist Member Tribes with economic diversification initiatives, plans or projects.

Objectives:

- a. Provide technical assistance to support Tribes that are developing economic development projects and other diversity planning efforts
- b. Coordinate a centralized business development training and education to include business planning, financial literacy, and potential funding sources.
- c. Coordinate with the Arizona Commerce Authority and other entities to identify tribal specific grant funding opportunities.
- d. Develop a concerted effort with Arizona Commerce Authority and other agencies in sharing demographic information and possible advantages of doing businesses with Tribes on the reservation.
- e. Develop information resources (brochures), training and technical assistance for economic development.

Goal 2: Actively support and assist Member Tribes to increase household income on reservations.

Objectives:

- a. Coordinate efforts to assist Member Tribes in developing planning strategies to increase household income through workforce development planning.
- b. Provide technical assistance to Member Tribes for developing EDA funding applications.
- c. Provide forum for Tribes to discuss the opportunities and challenges in building their Tribal citizen workforce. Discuss training and development needs and potential options

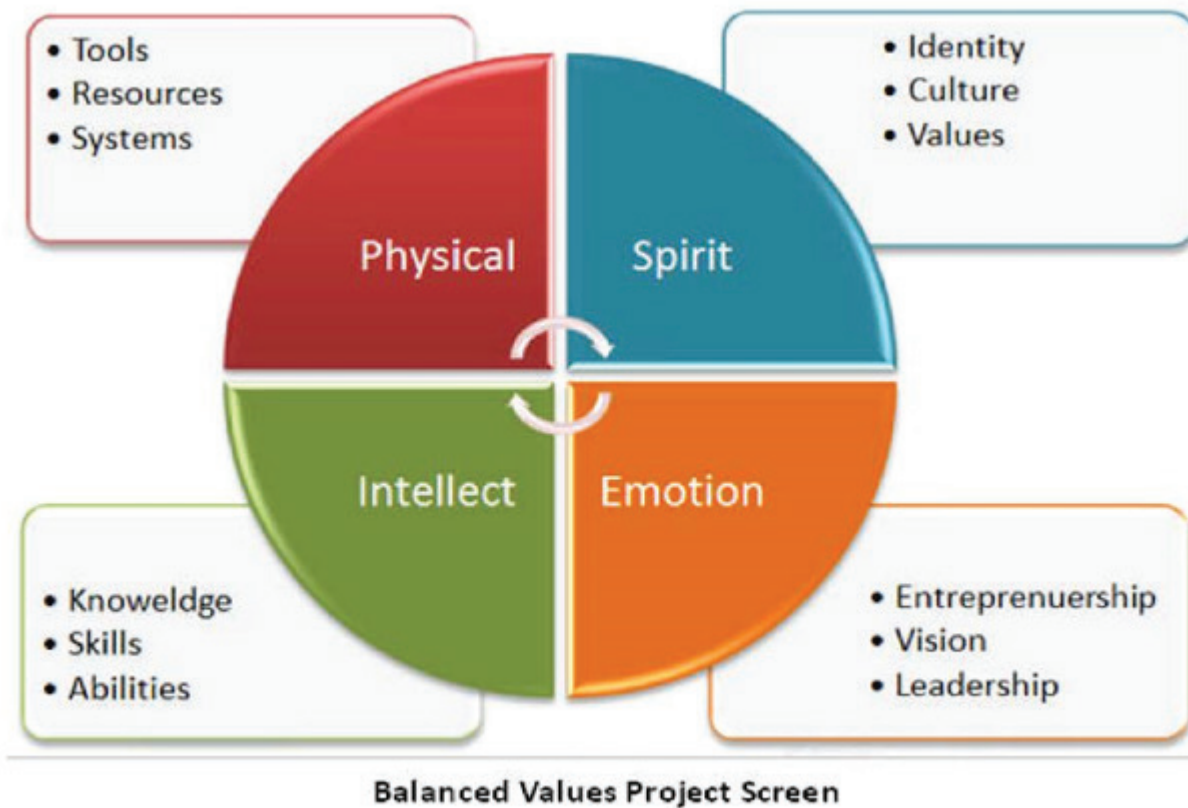
Tribes throughout Arizona recognize the need for protecting their strong traditional values and continuing to build solid infrastructures while continuing to protect their Tribal sovereignty and culture through economic development planning.

As part of setting the future vision for economic development, Tribes will need to determine what types of industries and areas they would like to be involved in as well as those they wish to not be part of. When the key priorities for growth are determined, then Tribes will be able to develop the type of physical and legal infrastructure needed to maximize their opportunity and to be good business partners.

To produce the best results, Tribes should leverage existing opportunities such as sovereign immunity, tax immunity, government contracting, adjacent businesses, joint ventures, and strategic partnerships and acquisitions. Tribes have been consistently moving toward self-sufficiency, and continue to stay focused on creating new businesses and relationships that enhance the economic environment.



As Tribes consider the economic impact that they create for the regions around them and compare that with how much of their business revenues are leaving their tribal lands without staying in their local economies, they may recognize their own increased opportunities for economic growth. This focus will lead to increased opportunity for workforce development and job creation. The next natural stage of growth for Tribes is further developing their physical infrastructure, and corporate policy as well as tribal member training and development to support future Tribal business development as well as the potential for private small business development and partnering.



V. POTENTIAL OPPORTUNITIES

The following are economic and business opportunities that may apply to many Tribes. Besides opportunities mentioned, Tribes have advantages in off-tribal land investing, especially in areas such as hospitality or manufacturing.



A. Organization – Section 17 Corporation

Many Tribes conduct business through an economic development arm of the Tribe. This is often referred to as in unincorporated instrumentality of the Tribe and is the way most Tribes conduct their business currently. The business operation is generally overseen by the governing body of the Tribe—such as the Council, or sometimes by a business committee or a separate board, but they generally do not have a separate legal structure. Therefore, the same privileges and immunities of the Tribe can apply to contractual agreements entered into by the Tribe and to business instrumentalities of the Tribe. Tribes and its business instrumentalities organized as an arm of the tribal government are not taxable entities for purposes of federal income tax.

This structure can bring up issues of the protection of tribal assets as well as tribal sovereignty issues when entering into business or financial agreements with third parties. In order to enter into joint ventures or contractual agreements with third parties, it is not uncommon for Tribes to agree to settle disputes out of tribal courts. A third party cannot foreclose on tribal assets; therefore, a Tribal business arm can have difficulty in pledging assets for collateral purposes in order to secure debt.

A Tribe can form a number of other business entities such as an LLC or a State chartered corporation, but a unique entity to Tribes is a Section 17 Corporation that can offer some distinct advantages. Many Tribes conduct their commercial activities through federally-chartered corporations formed under Section 17 of the Indian Reorganization Act (IRA). To form a Section 17 Corporation, a Tribe must petition the Secretary of the Interior for issuance of a corporate charter. A Section 17 Corporation provides a framework by which a Tribe can segregate tribal business assets and liabilities from the assets and liability of tribal governmental assets. It preserves the integrity of the decision-making process of tribal governmental officials by separating business decisions. The charter defines the powers of the corporation which can include the power to “buy and sell real and personal property and conduct exercise of powers as may be incidental to the conduct of corporate business”.

Several courts have held that Tribal sovereign immunity applies to the business activities conducted by a Section 17 Corporation; however, a Tribe may elect to grant the power of a limited waiver of sovereignty within their corporate charter so that the assets of the Section 17 Corporation can be subject to seizure or used as collateral, while not putting unrelated assets owned by the Tribe in jeopardy. Tribal corporations formed under Section 17 of the IRA have the same tax status as the Tribe and are not subject to federal income taxes for income derived from on or off reservation activities. This is a generally recommended structure under which to conduct a Tribally owned business.

A Section 17 operates under its own corporate charter. The corporation is formed by the Tribal Council and remains wholly owned by the Tribe. However, the business of the Corporation is supervised by a distinct Board that is separate from the Council. Council members often serve on the Board as well as other tribal members or tribal officials.

Often non-tribal Board members are asked to serve on a Section 17 Board who may have specific expertise. One purpose of a Section 17 Board is to provide for continuity and to insulate business operations from tribal politics that may be inherent within a Council environment. The Section 17 Board normally reports to the Tribal Council, but the Council acts more like stock holders or owners rather than a governing Board. Enterprise supervision, hiring, budget development, goal setting and business monitoring and control are all functions the Section 17 Board. When forming a Section 17 Board it is important to not let politics influence board member selection or decision-making, but rather structure a board best suited to prioritize successful business operations.



- These enterprises can waive the 2-year minimum requirement for having been in business if they can provide an acceptable business plan. This business plan must indicate that the business can meet the performance requirements for SBA 8(a) companies.
- The US government can directly outsource governmental services to a Tribal 8(a) enterprise without a study or cost comparison.
- These programs have formed the basis for many successful economic ventures.
- There are many sources of grant and loan funding available to Tribes that are not available to the non-tribal business sector.

C. Organization – TERO

A TERO (Tribal Employment Rights Office) ordinances make it mandatory that private employers working on or near tribal lands extend hiring preference to Tribal members, submit a Tribal members hiring plan, hire a minimum number of Tribal members in each job classification and cooperate (where feasible) with Tribal training programs to hire a certain number of trainees. All employers who have collective bargaining agreements with one or more unions must secure a written agreement from them indicating they will comply with TERO. TERO is a federally mandated program with “teeth” to maximize Tribal member hiring and training by businesses operating on or close to reservation areas.

A TERO Ordinance mandates the Tribal requirements for Indian preference that all employers must comply with in order to be eligible to perform work on or proximate to tribal lands, It empowers the Tribal TERO Commission and staff with sufficient authority to fully enforce all provisions of the TERO Ordinance and provides principles of legal fairness to all parties involved in compliance or violation dispute issues. The primary purpose of the TERO Program is to enforce tribal law in order to ensure that Native people gain their rightful share to employment, training, contracting, subcontracting, and all other economic opportunities on or near the tribal lands.

All covered employers operating a business within tribal jurisdiction are required to provide Indian preference in employment, training, contracting, subcontracting, and all other aspects of economic development activities. Below are several specific examples employers are required to comply with:

- Submit an acceptable compliance plan detailing the steps they will take to ensure compliance with the TERO Ordinance.
- Utilize the TERO Skills Bank for all referrals and consider Indian applicants before interviewing or hiring non-Indian.
- Eliminate all extraneous job qualification criteria or personnel requirements which may act as barriers to Indian employment. EEOC guidelines on legal BFOQs are used by TERO.
- All employers who have collective bargaining agreements with one or more unions, must secure a written agreement from them indicating they will comply with TERO.
- Agree to acknowledge and respect Tribal religious beliefs and cultural differences and to cooperate with TERO to provide fair and reasonable accommodations.

The tribal TERO office hires a trained compliance officer to review and accept TERO applications from contractors. The Tribe can charge a TERO fee.



D. Policy – Taxation

The establishment of tribal tax codes and the collection of tribal tax can be a significant revenue source for the Tribe that can provide funds for economic development. At the same time, it may be beneficial for the Tribe to continue to provide certain products such as cigarettes without tax in order to maximize sales. It can be prudent to waive or reduce taxes in certain situations in order to promote business recruitment or development on the tribal lands or to foster joint venture projects. A tax code can be used expeditiously to both promote business and collect additional revenue.

Exactly like other governments, tax revenue is essential to sustained tribal investments in education, law enforcement, health care, and other government functions. However, in the area of tribal taxation at the local level, state governments have steadily encroached upon tribal jurisdiction. At the same time, Tribes have continually worked to develop new tax models to support their communities (e.g., instituting hotel excise taxes, severance taxes, gasoline taxes, etc.) and creating Tribal tax codes and tax commissions.

In general, tribal governments lack parity with states, local governments, and the federal government in exercising taxing authority. For example, Tribes are unable to levy property taxes because of the trust status of their land, and they generally do not levy income taxes on Tribal members.

To the degree that they are able, Tribes use sales and excise taxes, but these do not generate enough revenue to support tribal government functions. Compounding Tribes' inability to establish a strong tax base, current federal policy makes it difficult for Tribes to utilize tax-exempt financing options generally available to states to fund the construction of government infrastructure. Tribes provide a broad range of governmental services to their citizens, including education, transportation, public utilities, health, economic assistance, and domestic and social programs. Like the revenue of states and local governments, Tribal revenues are not treated as taxable income – but as the governmental revenues of a distinct and unique sovereign government.¹

While there is no federal statutory provision that “exempts” Indian Tribes from federal income tax, the IRS has consistently and correctly concluded that federally recognized Tribes and their federally chartered corporations are not subject to federal income taxes. This can provide substantial advantages to Tribal businesses. Although Indian Tribes can issue tax-exempt bonds for various government and even commercial purposes, tax exempt bond issuance is subject to a number of restrictions.²

Indian tribal governments have the authority to impose and collect sales taxes on any product sold within their territorial jurisdiction. Although not all Tribes exercise this inherent authority, Tribes are increasingly relying on the imposition of taxes on transactions within their territory as a stable and long-term revenue source for tribal government operations.

Tribal taxation codes normally address what types of taxes are collected on reservations and from what types of entities or individuals; how those taxes are collected and what types of record-keeping is required; what types of exemptions are permitted and under what conditions; procedures for amending tax policy and codes; as well as enforcement mechanisms and penalties for non-compliance. Examples of tribal tax codes are posted on the National Congress of American Indians website - <http://www.ncai.org/>

¹ National Congress of American Indians

² IBID



E. Policy – Entrepreneurship

The two primary trajectories for economic development on tribal lands are to promote the development of Tribally owned businesses, of which there are substantial examples and potential on most tribal lands, and to promote individual entrepreneurship. Tribal business development and Tribal member entrepreneurial development can be complimentary. The development of tribal business can provide opportunity for individual small businesses. Tribal enterprise will probably not sustain a local small tribal member’s business by itself, but tribal enterprises can provide a base for small businesses development, and the Business Development Department should adopt a policy of identifying opportunities for tribal small business people to supply tribal business using Indian preference and other means. Outreach and support can be offered when opportunities are identified.

Obvious examples are: tribal housing development that employs local contractors and labor; or the purchase of locally grown produce by the casino restaurant. This approach is akin to “plugging economic leakages” strategy. An economic leakage is created any time a tribal resident spends money outside the community. In order to promote entrepreneurial activity, it is common for communities to perform economic leakage studies. These studies track demand for goods and services that flow outside a community. If there is enough demand within a community a local business can be promoted to service that demand from within.

Tribal entrepreneurial development can be fostered through the education department, and by working with local economic development agencies such as the Chamber of Commerce or the Small Business Development Center Network. Some Tribes make special financing available to tribal member entrepreneurs through tribal funds or through an outside revolving loan fund with criteria willing to operate on tribal lands.

F. Tribal Business – IHS 638 Contracting

Tribes are unique entities within the federally funded Indian Health Care System. Tribes are sovereign entities with special treaty relationships with the U.S. government. Internal rule changes within IHS, along with the affordable Care Act (ACA), have juxtaposed to create unprecedented opportunity for Tribes and Native American beneficiaries that Tribes are just beginning to grasp the full scope of.

The IHS operates or funds hundreds of medical facilities that serve roughly 2.5 million American Indians. The IHS both operates medical facilities directly, and encourages Tribes to manage their own medical programs under Public Law 93-638. Tribes that manage their own “638 operations” hire and fire personnel, administer all clinical functions and assure that quality of care requirements are met. The Tribe still receives the same level of funding from the IHS. If the Tribe is able to run an efficient operation, the Tribe is able to retain any excess revenue as long as it is used either for administrative purposes or to expand health care programs.

The major opportunity from a revenue standpoint is that Tribes can bill third-party providers (private insurance, Medicare, and Medicaid) and still receive the same level of IHS funding, as long as excess revenues are used to increase health services and/or provide for administrative expenses. There are number of new and expanded revenue streams under the Affordable Care Act (ACA) and the Indian Health Care Improvement Act (IHCIA), including additional Medicaid enrollment in Medicaid expansion states that increase third party billing, and the ability to receive payment from the VA for services provided to dual eligible veterans. Tribes that institute 638



contracting with the IHS need to work with health directors and their staff to institute business processes that will ensure streamlined billing practices through competent coders and billers, along with enrollment in federal health insurance programs.

Under the ACA, tribal governments can pay insurance premiums for members that enroll in state based or the federal Health Insurance Marketplace plans. Although some Tribes do this now, there is now greater opportunity to make these arrangements. More beneficiaries with additional coverage will result in more revenue flowing to tribal health clinics. In addition, many tribal members already have third party insurance through their employer or through other federal programs. Many tribal clinics benefit from annual revenue from 638 contracts and third party billing that helps to subsidize administrative expenses and allows Tribes to fund and expand health services at Early Childhood Centers, Senior Centers, Gymnasiums and Exercise Centers and so forth.

Another major opportunity exists for Tribal clinics – medical tourism. Right now, thousands of Americans who cannot afford expensive medical procedures in this country, even with the Affordable Care Act, travel to countries in Asia or Mexico to get medical and dental procedures at a fraction of the cost. A radical initiative has been proposed for doctors and nurses to travel to Indian Reservations that are sovereign entities and perform medical procedures at a fraction of the cost closer to home. There would certainly be legal considerations and service delivery challenges to such a system, but if Tribes believe providing these services to non-IHS and non-Tribal beneficiaries would enhance the overall delivery of care to their members, united with advocacy groups, there is a probability that medical tourism in some locations could prevail.

G. Tribal Business – Renewable Energy Development

Arizona has more days of sunshine than any other state in the country. Tribes can finance energy generation projects to offset their own energy use as well as to sell power into the grid. The Arizona Public Service Company has net metering rules, whereby the company purchases excess power from generation facilities and offsets power usage.

It is usually more lucrative to sell power directly to a utility, however, than to use net metering. Arizona utilities must generate at least 15% of their power from renewable sources by 2025. By 2025, 4.5% of their total retail sales must come from distributed generation (non-utility) sources. Usually utilities have a plan to meet these mandates. However, Tribes can use rights-of-way negotiations to leverage Power Purchase options and Interconnect Agreements with utilities.

Most Tribes have power lines, gas lines, telephone lines or fiber optic cable that traverse tribal trust land. Rights-of-Way contracts are often signed for twenty or twenty-five year periods. The BIA and Tribal attorneys used to negotiate tribal rights-of-way based upon the “fair market value” of marginal rural land. Since the ‘90’s a new paradigm has come into effect in which “opportunity cost” – or the cost for utilities to bypass tribal lands with new lines - form the cost basis for rights of-way leases. This usually moves contracts from tens of thousands into millions of dollars. Besides negotiating for monetary compensation, Tribes can negotiate for Power Purchase

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Agreement (PPA) options and interconnect options. With a PPA and an interconnect agreement a Tribe can have a lucrative renewable energy project that can be made more financially attractive through utilizing federal grants and involving private sector investors who can monetize tax credits and share the benefits with a Tribe. Tribes should look at any rights-of-way contracts that may be coming up for re-negotiation with this in mind.

Tribes can look at doing an energy efficiency audit of casino or other high energy use properties. There are companies that will complete audits at no cost and will subsidize the installation of energy efficiency equipment that can be paid for over time through utility bill savings. Once the equipment costs are paid for, the Tribe keeps additional savings and owns the equipment.

H. Tribal Business – Agriculture

Most Tribes have rangeland and operate ranches - both tribal ranches and individual tribal member ranches. Most ranching operations are cow-calf operations. The goal of a cow-calf operation is to produce young beef cattle which are usually sold to feedlots when weaned. Cattle from a cow-calf operation may be either sold after they have been weaned to be matured elsewhere, or may be raised to near-slaughter weight and sold to be fattened at a feedlot at the age of 1–2 years. Most ranchers sell their animals early. Animals normally go to feedlots to be fattened and sold to large packing houses where they become commodity beef.

Nationally, the processing, marketing and distribution of meat have been highly centralized. Over the last several decades, the larger packinghouses have been driving smaller ones out of business, in part because of economies of scale. Pricing disparities and control are not atypical of this sector, with the rancher often losing out. This has led to a growing economic rationale within the industry for individual small growers to attempt to exercise an amount of price control through retaining product ownership or control throughout the value chain and producing and marketing specialty, branded beef, sold directly by the ranch.

The dynamics within the beef industry can be likened to the beer industry a number of years ago. Few large producers monopolized the market and produced a fairly homogeneous product of moderate and varying quality beer. Evolving consumer taste and a new emphasis on quality allowed for a market opening that was filled by the rise of micro-breweries, improved quality and a greater selection of specialty product. The large companies were not as competitive in that area due to their unwieldy structure brought about by their size. The micro-breweries that prospered were the ones that developed a unique high demand product and were managed by entrepreneurs who understood the technical and marketing aspects of the business. The beef industry is beginning to pass through an identical dynamic, creating new opportunity for small growers capable of producing and marketing specialty, differentiated beef.

This new market allows small ranchers to exercise a level of price control, deriving higher returns. Small producers can more easily control quality and consistency of product than large packing houses that must purchase large volumes of animals on commodity markets. The small rancher needs to control the supply or value chain. This implies working closely with a local slaughter/processing facility and developing marketing resources and contacts. More ranchers are going in this direction each year. Transitioning to pasture-raised production involves a good deal more work and knowledge than running a cow-calf operation. The upside is that by controlling the value chain, ranchers can sell animals at substantial premiums and at higher weights. The demand for pasture raised quality beef far outstrips supply. An Indian brand can lend even more market cachet.



Many Tribes have irrigated farmland that can be leased or used by the Tribes in their own agricultural operations. Many Tribes have hunting opportunities. Developing guided hunting on tribal lands can be lucrative. Many Tribes with forest land develop forest related businesses as well.

V. FINANCE

Tribal economies have largely transformed in the 21st Century from cash economies to borrowing and investing economies. From an economic standpoint, many Tribes are now run more like a corporate enterprise than a community government. This is partly as a result of economic surpluses that come from gaming revenue. The alternative methods of Tribal income generation are from tribal (non-gaming) enterprises, tribal investments, various fees and collections, and the development of the tribal economy and increased tax collection.

Tribal enterprise development and investment involves an amount of risk and the development of a business culture at the Tribal level. There are substantial opportunities to develop tribal business enterprises.

Besides pursuing tribal business opportunity, the Tribe can encourage private business development within the Tribe. Tribal businesses can be developed and managed in such a way as to maximize opportunities for tribal member entrepreneurs.

A recommended business financial strategy involves careful investment in ventures that will produce revenue for the Tribe while minimizing risk. Before such investments are made, a supportive business organizational infrastructure should be developed. A business committee and board should be developed that will supervise enterprises, make investment recommendations and report to the Council. If at a later time the level of business development warrants it, the Committee can evolve into a section 17 corporation as previously discussed. One major advantage of forming a Business Committee or Board is that the Tribe can utilize outside business expertise by carefully recruiting people with specialized knowledge who will serve on the Board, while understanding and prioritizing Tribal values and interests.

The Business Committee should develop goals and annual budgets in conjunction with management, and then hold management accountable. Economic incentives for management and employees can be integrated into exceeding agreed upon goals. Each business should have a separate profit and loss statement. Financial statements and budget statements with variances should be provided either monthly or quarterly. The Business Committee can act as an enterprise board. The Committee should not get involved in micro-management, but should hold managers accountable for achieving agreed upon and achievable results. If results are not achieved, then explanations should be given and budgets adjusted accordingly. Managers that cannot consistently achieve results without a valid reason should be replaced. The goal is to put the enterprises on a profitable footing.

Financing options for tribal or Indian owned businesses include:

- Government guaranteed loans
- Taxable and non-taxable bond issuance
- Private placements
- Commercial bank financing



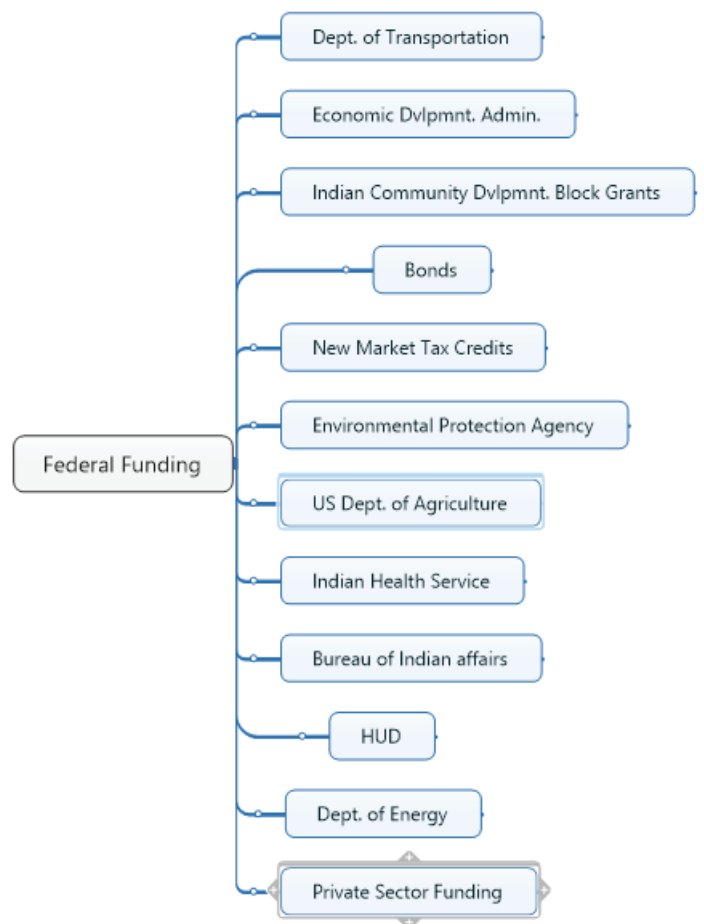
- Government grant financing
- Tax-credit financing
- Tax-incentive financing
- Government contracts

New Market Tax Credits can finance energy or economic development projects in Indian Country. This financing device permits a Tribe to own the project. Through New Market Tax Credits Tribes receive a loan and equity investment from a private entity for project development, with federal tax credits serving as the primary return to the investors. The Tribe would benefit financially from a project, and pay minimal to no dividends or returns back to an investor. A New Market Tax Credit is set up by a third party entity. There are substantial costs to setting it up, so that it only becomes worth doing for projects worth several millions of dollars. New Market Tax Credits function like “free money” and can fund up to 30% of a project’s costs.

The U. S. Department of Agriculture has a substantial basket of guaranteed loan and grant programs that Tribes can qualify for. These are summarized on the following chart. In addition, Tribes can receive grants from the federal Administration for Native Americans (ANA). These grants can be for infrastructure and training, and prioritize culturally relevant projects. ANA grants could potentially be used for eco-tourism projects.

Funds are available from HUD and from the USDA for housing construction. Programs such as Indian Housing Block Grants (ICDBG) under Title VI can fund housing and infrastructure projects. HUD 184 loans serve to guarantee loans on Indian land, making private bank funding available to tribal members. There is a robust secondary market for HUD guaranteed loans. Indian Health Services (IHS) and the BIA will provide grants for infrastructure development. The Hearth Act was recently passed to remove bureaucratic hurdles that limit the ability of American Indians to purchase and lease land in their own community.

The federal Economic Development Administration (EDA) makes grants available to Tribes for infrastructure and capital expenditures that lead to job creation. EDA has prioritized making grants to Tribes in the southwest. In order to qualify for EDA funding, a project must be part of a CEDS (Comprehensive Economic Development Strategy) Plan. This is partially what this CEDS Plan is for.





VI. CEDS PLAN OF ACTION AND CONTROL

A. *Economic Resiliency*

Economic resiliency is defined as the ability of the economy of a community to withstand shocks such as natural disasters or rapid outside change such as economic cycles. Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a response capacity. The EDA (Economic Development Administration) strongly recommends that resiliency planning be part of a CEDS process.

Usually the shocks/disruptions to the economic base of an area or region are manifested in one of three ways:

- Downturns or other significant events in the national or international economy which impact demand for locally produced goods and consumer spending;
- Downturns in particular industries that constitute a critical component of the region's economic activity; and
- Other external shocks (a natural or man-made disaster, closure of a military base, exit of a major employer, the impacts of climate change, etc.)

One resiliency strategy is to undertake efforts to broaden the industrial base with diversification initiatives, such as targeting the development of emerging clusters or industries that build on the region's unique assets and competitive strengths and provide stability during downturns that disproportionately impact any single cluster or industry. Although each of the regional economic sectors may suffer from inherent cycles, the cycles exist from disparate causes and are fairly independent from one another, adding to regional economic resiliency. Many Tribes are overly dependent upon tourism and entertainment, but by increasing integration with a diversified regional economy, the Tribe can make a choice to develop a more resilient economy. Economic diversification is a prime economic resiliency strategy.

Building a resilient workforce that can better shift between jobs or industries when core employment is threatened through job-driven skills strategies and support organizations is another important resiliency strategy. Many Tribes have prioritized youth education as a major Tribal goal and have a number of good programs in place. Education must be coupled with opportunities for meaningful and competitive work at tribal lands and a continually rising quality of life. Tribal quality of life is enhanced through close familial and cultural ties as well as improving economic and job opportunities. If these factors are not taken into account in a balanced approach, then education can result in a "brain drain", as educated Tribal members move off-tribal lands to pursue other opportunities.

Another strategy includes adapting business retention and expansion programs (e.g., economic gardening or other enterprise supports) to assist firms by strengthening existing enterprises through planning and goal setting. Strong and profitable enterprises are more easily able to withstand economic disruptions. A strong business culture and strong retention program with profitable enterprises fosters additional business development by making it easier to recruit businesses, form joint venture partnerships, and obtain financing. Promoting business communication and education is part of a retention strategy.



Tribal businesses should understand their vulnerabilities—including supply chains. Establishing a process for regular communication, monitoring, and updating of business community needs and issues, and reaching out to businesses to address concerns as well as potential risks and opportunities is part of a strong retention program.

The Business Development and Planning Departments should maintain relationships and the capability to rapidly contact key local, regional, state, and federal officials to communicate business sector needs and opportunities and help coordinate impact assessments as partners in this effort.

Maintaining up-to-date and complete information on funding opportunities, land and potential business sites, strategic and growing regional economic sectors, links to the regional business community, local business strengths and weaknesses, and developing business policies and regulations helps to grow and strengthen tribal economics and positions the Tribe to take pro-active actions. This can include a strong tax policy whereby the Tribe benefits from tribal taxation, but has policies in place to forego certain taxes in order to promote strategic business development.

Good infrastructure must be in place that includes redundancy in telecommunications and high-speed broadband networks along with competitive rates and effective systems for power, water, sewer and waste disposal. The Tribe can form and operate its own utility and explore options for energy generation – especially solar power. This can be coupled with employing efficiency measures and developing building and efficiency codes for both housing and commercial venues.

One strategy to maintain a strong economy and build economic resiliency is to look at internal markets and develop internal supply. If goods and products are purchased on tribal lands then the dollars spent circulate within the community, producing additional jobs and building a strong self-reliant economy. When goods and services are purchased outside of the community, this represents economic leakages. A leakage represents unmet internal demand. Internal demand can be expanded through Indian preference contracting and Inter Tribal sales.

In addition to identifying regional vulnerabilities and specific actions to address them, the region should establish mechanisms to facilitate active and regular communication between relevant sectors to collaborate on common challenges. The economic development organizations should be prepared to serve as a responsive participant in economic recovery efforts. The region should be prepared to serve as an information hub by collecting data and convening the appropriate players to facilitate recovery post-disruption. The effectiveness of a region's response to a major economic disruption is often enhanced if the public, private, education, and nonprofit sectors are aware of each other's roles and responsibilities – particularly as they pertain to recovering from economic shocks. Established communication networks and information collection protocols coupled with broadly understood knowledge of key elements (such as supply-chain relationships) can help speed a region's response.³

³ CEDS Content Guideline; US Economic Development Administration; <http://www.eda.gov/ceds/content/economic-resilience.htm>



B. Action and Control

In order for the Planning and Business Development Departments to work well and perform complimentary functions, basic economic development goals and priorities need to be set-up and planned, as well as complimentary roles defined. It is recommended that EDS committees evolve into a business board that can then form the underpinnings of a Section 17 Corporation and Board. Each Tribe has different levels of organization. The following are general recommendations and Tribes may have already surpassed these goals or have implemented other strategies.

This study is meant to suggest potential direction for viable economic development and provide some initial indication of project feasibility. It will be the job of the Business Board to vet and prioritize these and other ideas and obtain general support from the Council. Projects can then be prioritized, formal feasibility studies and business plans developed, and realistic goals set within an achievable timeline. Once this is done, an important task is assigning responsibility for project implementation to personnel with the appropriate know-how and then providing institutional and tribal project support.

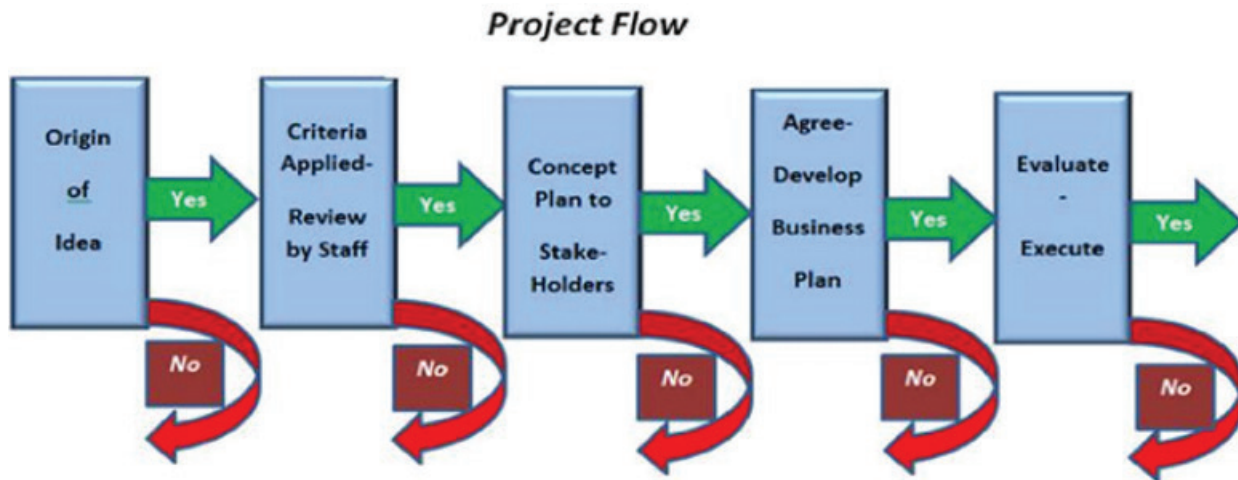
It is helpful that the individuals and tribal organizations including the Council involved in economic development understand overall goals and have an articulated purpose. Tribal administration and the Council need to recognize the importance of economic development for the Tribe. Economic development is a source of sustainability, bolsters Tribal sovereignty and impacts almost every other factor of the tribal community, including cultural values, social well-being, education and quality of life.

Anticipated steps in the implementation process will include any or all of the following steps, as applicable to the specific projects:

- Concept papers
- Feasibility studies
- Planning documents, including financing plans
- Construction and design work
- Implementation plans
- Monitoring and reporting



Project Implementation will follow the Project Flow diagram. (See below.) Origin of ideas and initial applied criteria can come from this CEDS study as well as from other secondary sources. The stakeholders will consist of a strengthened Business Board and tribal administration. A business plan will be developed. The plan will be evaluated by the Business Board and a recommendation made to Tribal Council for final approval by economic development staff along with tribal mentors will be charged with project management and implementation strategy upon approval.



Monitoring and evaluating the effectiveness of the CEDS Plan of Action and progress toward achieving the CEDS goals and objectives will be an ongoing process that supports internal management and Tribal Government through the monitoring of both quantitative and qualitative management metrics. The Tribe may view the CEDS as a road map leading to economic goals, improving our competitive position and business climate, and increasing the job pool.

The Tribe will form a Strategic Advisory Committee as part of a new Tribal business entity that will eventually be a Section 17, 8(a) Corporation. The Committee will request and obtain information from the Business Development Department in order to tabulate and review economic development metrics on a periodic basis and make reports to the Council.

One of the major tasks will be to evaluate and prioritize projects, complete strategic feasibility studies and initiate project implementation. A major economic metric will consist of the number and timing of new businesses started. The Strategic Advisory Committee will receive financial and narrative reports regarding new business progress as well as on the health and profitability of existing businesses. Financial statements from new and existing ventures will be compared to budgeted pro-forma statements from the feasibility studies and business plans that will be developed as a result of this report. It will be more important to create a few solid, well-functioning enterprises slowly as opportunities arise and build on success, than to create many businesses in a short time. The Tribal Council will act as business shareholders. The Council will not interfere in business decision making except under extraordinary conditions.



The Strategic Advisory Committee in conjunction with the Economic Development Manager along with the Business Board will update a five-year economic development plan annually. The plan will stay much the same, unless specific discrete changes are made reflecting changing business and economic conditions. The new annual plan will primarily take the five-year plan out one more year to keep it a current five-year projection into the future. Quantitative measures will include job creation by new and existing enterprises.

Another important quantitative measure will be the amount of profit earned by the Tribe annually from new and existing business activity. Business profit will be managed separately from Tribal Department accounts, and will be used in large measure for reinvestment purposes. Once business income is at a sufficient and growing level and is self-sustaining, the Tribe will be able to take draws or dividends to help diversity Tribal revenue away from government sources.

At the end of the first five-years, a report will be prepared detailing the economic impact achieved, and the level of success in following the five-year plan. At this time more comprehensive measures will be used including comparing new statistical demographic information with the current data in areas such as educational attainment and worker training, new housing, community population growth, new jobs and income levels and so forth.

Financial management and new revenue from sources such as gaming and energy when coupled with a policy of per-capita distributions present leaders of Indian nations with major decisions. What should Tribes do with newly acquired wealth? Should they reinvest it in their enterprises? Should they use the money to meet social needs? Should they use it to free themselves from dependency on the federal government? Should they give some of it to individual citizens as per-cap? Should they invest in the Tribe's long-term future? If the answer is "yes" to some or all of the above questions, then in what proportion and combination should funds be allocated?

These are not simply financial decisions. They are fundamentally strategic and political decisions. From a strategic perspective, Native nations have diverse needs and objectives: relieving poverty and related social and health problems, sustaining governmental operations and services, defending the nation's sovereignty, achieving lasting economic security, protecting culture and sacred lands and so forth.

Tribal businesses operate within a very tight knit and small community environment. It is a fact that the majority of small business enterprises fail. Failure of a small private business within a large community or city impacts the people involved, but not much else. Mounting a business within a tribal environment— whether tribal or individual – happens within a fish bowl. Everyone knows the people or person involved. If a business or enterprise fails – people are blamed. This can cause extreme risk aversion within a tribal environment.

There are examples of Tribes that have invested most of their profits and have multiplied their wealth. One chairman from a financially successful Tribe observed, "We convinced our people that gaming income is seed corn that has to be invested, and that the benefits from that investment are what we use to deliver our services."

The long-term goal of tribal Administration should be to develop internal capacity. This will happen over time if the Tribe makes educational opportunities available to tribal members and prioritizes filling positions with Tribal members once individual capacity is in-place.



The Business Board should prioritize and commission economic development planning and projects with as much tribal support as possible and expect the Business Development Director to implement those plans with regular reporting to the Board on progress, accomplishments and problems. The Board should not get involved in the micro-managing of projects or enterprises, but should establish firm criteria, measurable goals and realistic expectations, and then supervise and judge the performance of the project directors and enterprise managers accordingly. Each director or enterprise manager should develop a plan and budget for Board approval, and provide regular positive or negative budget and variance reports with appropriate explanations. The Business Board can provide quarterly summary reports to the Council. This type of layered accountability should help ensure that goals and priorities are accomplished. The Council needs to hold the Business Board accountable, and the Business Board needs to hold managers and directors accountable. Goals and priorities need to be set realistically with the participation and agreement of all concerned and then managed and controlled. Building in economic incentives for managers and employees is a way to encourage the realization of goals.

A substantial challenge in tribal business enterprise development is evolving reliable criteria or screens for investment decision making. Many Tribes have developed a good deal of sophistication and capacity in this regard and engage in investing in largely successful ventures both as Tribal businesses and non-Tribal business developments off-tribal land. Other Tribes have a history of making ineffective business decisions which lose money from a business that is not well planned or managed, or from a joint-venture where the Tribe is unfairly taken advantage of.

Tribal businesses need to be well planned. Reliable business plans should be completed and evaluated for any new contemplated enterprise. The central part of a business plan is the financial projections. Most of the rest of a business plan should back-up the numbers and include a viable financing strategy. The Tribe must have the capacity to properly evaluate plans. A business plan or comprehensive feasibility study will result in criteria for a “go” or “no-go” decision, based upon business and economic benchmarks as well as tribal goals and objectives.

Standard business criteria involves financial metrics such as Return on Investment (ROI), cash flow and profitability benchmarks. Additional vital considerations include management capacity, market viability, and risk assessment and tolerance. Additional criteria with direct relationship to internal Tribal goals may include employment potential and the appropriateness of jobs to the local workforce, environmental considerations and cultural values as well as overall community concerns and objectives

A normal business process flow can be established internally. Staff in the following example can refer to economic development staff, business board or tribal members. Stakeholders would refer to the Business Board and Tribal Council. Execution would be done either through economic development staff or specialized staff hired to run the enterprise.

ITCA will work with the Member Tribes to continue to evaluate progress in closing the income gap and the reliance on the government sector. Since the Bureau of Indian Affairs has abandoned its effort to produce labor force reports every two years for each Tribe, the data available for the evaluation will rely heavily on U.S. Census reports. There is a clear need for continued funding to assist Tribes in developing their own individual CEDS. Tribes continue to commit time and resources to updating their own economic development plans, but could still



benefit from a more comprehensive review and funding support. The ITCA CEDS presents the basic information and a common set of objectives for each Tribe. The document presents an aggregate Tribal CEDS reflecting implementation of the objectives on an aggregate level through actions that can be supported with potential technical assistance collectively by the ITCA. The analysis and census review both validate the need for continued Tribal business infrastructure development and the need for continued economic development planning funding support. Tribes need to stay action oriented with their priorities and refresh their strategies in order to assure that they remain relevant and support their internal visions of increasing household income on tribal lands. Many Tribes in Arizona are well on their way to building out the infrastructure to support their next generation's ability to protect and maintain their cultures and quality of life.



Ak-Chin Indian Community

Contact:

Ak-Chin Indian Community
42507 West Peters & Nall Road
Maricopa, AZ 85138
Phone: (520) 568-1000
Fax: (520) 568-4566
Website: www.Ak-Chin.nsn.us

Acreage: 21,480
Population: 919
People: O’odham
Federal Recognition: 1912



BRIEF DESCRIPTION:

Ak-Chin is an O’odham word, which means, “mouth of the wash” or “place where the wash loses itself in the sand or ground.” The term refers to a type of farming that relies on washes-seasonal food-plains created by winter snows and summer rains. In May 1912, President Taft signed for a 47,600 acre reservation. However, the acreages were reduced to just less than 22,000 acres the following year. The tribe’s government was formally organized in 1962, under the Indian Reorganization Act of 1934. The Ak-Chin Indian Community is governed by a 5 member Tribal Council which oversees the governmental operations and departments that service the community of Ak-Chin.

ECONOMIC DEVELOPMENT:

Ak-Chin Farms Enterprise

Ak-Chin’s first major enterprise was Ak-Chin Farms Enterprise which employs 84 employees with cotton as the principal crop. Barley, potatoes, alfalfa and corn are grown among the 16,000 acres cultivated by Ak-Chin Farms making it one of the largest farming communities in the United States. Of total tribal income, \$9.7 million comes from the 16,000-acre farmlands. The Ak-Chin Indian Community houses the Ak-Chin Him Dak Eco-Museum, the first of its kind in the United States. The Him-Dak is a place where objects of past are conserved and shared.

Industrial Park

The Industrial Park started through Resolution A-30-72. The construction of the Industrial Park was started under an EDA Grant. Resolution A-8-74 formed an Industrial Development Committee. The Industrial Park has undergone renovations for the past two years. Renovations consisted of upgrading water lines, utilities, road improvements, street lights, and landscaping. Renovations were completed in 2007. The Industrial Park Board is currently developing a marketing plan and a deep well project is on its way to provide a second water source for the Industrial Park.

Harrah’s Ak-Chin Casino & Resort

www.harrahsakchin.com

Ak-Chin Indian Community entered into the gaming industry in 1994 with Promus/Harrah’s management for a 72,000 square foot casino. The casino has expanded to include: a 148-room resort hotel and new bingo facility, which employs over 830 people and is considered one of the top employers in Pinal County. Ak-Chin Indian Community continues to make strides in working with the neighboring communities in western Pinal, while moving forward in services and economic undertaking for its people.



UltraStar Multi-tainment Center at Ak-Chin Circle

UltraStar offers 12 Auditoriums featuring stadium seating, 2 StarClass Balconies for guests (21 and over) featuring full bar and in-seat ordering, VIP Theaters and Party Rooms, 3D capability and D-BOX motion chairs where you can live the action on the screen, enjoy a Casual Gourmet dining experience at the 347 GRILL, 24 Lanes of Bowling at TEN PINS DOWN including 8 VIP Bowling Lanes available for group events and parties, the excitement never stops with two stories and 3,000 playable square feet of fun at URBAN ARENA LASER TAG, Guests 21+ can join us nightly in the LUXE LOUNGE for food, drinks and fun. Watch the big game, catch up with friends and enjoy special events all in a comfortable, casual environment, our exciting Play 'N Win Game Center features the hottest new arcade games around, and our player card system means all your credits and points are loaded onto your own personal redemption card.

Vekol Market

The fresh market offers a deli with sandwiches made daily, a wide selection of groceries, a café area with a TV and Wi-Fi access, a patio with outside seating, and culturally indigenous foods. The market's former space has been transformed into a space for a farmer's market that will feature fruits, vegetables and other offerings from vendors every other weekend. The store sells gasoline and diesel fuel.



Cocopah Indian Tribe

Contact:

Cocopah Indian Tribe
14515 S. Veterans Drive
Somerton, AZ 85350
Phone: (928) 627-2102
Fax: (928) 627-3173
Website: www.cocopah.com

Acreage: 6,368
Population: 1,065
People: Cocopah
Federal Recognition: 1917



BRIEF DESCRIPTION:

The Cocopah Indian Tribe, known as the River People, have lived along the lower Colorado River and delta for centuries, maintaining their traditional and cultural beliefs throughout many political and environmental changes. Descended from the greater Yuman-speaking people who occupied lands along the Colorado River, the Cocopah had no written language; however, historical records have been passed on orally and by outside visitors. The Cocopah Indian Reservation is divided into three parcels with tribal members reside in East Cocopah, West Cocopah, North Cocopah, or near the reservation. The Tribe is located approximately 13 miles south of Yuma, Arizona.

ECONOMIC DEVELOPMENT:

Located 13 miles south of Yuma, AZ, the Reservation is home to Cocopah Casino, Cocopah Resort & Conference Center, Cocopah Rio Colorado Golf Course, Cocopah Museum, Cocopah RV & Golf Resort, Cocopah Speedway and Wild River Family Entertainment Center, Cocopah Gift Shop, and Cocopah Korner Store. Visitors enjoy golfing, gaming, shopping, learning about the Tribe's culture and taking in the great scenic beauty of the region.

Cocopah Casino / Cocopah Resort & Conference Center

Travel along Highway 95, adjacent to the Cocopah Casino, within a short driving distance of the city of Yuma, two major Ports of Entry on the US-Mexico Border, the Yuma International Airport and California.

Cocopah Casino • Resort & Conference Center
15318 South Avenue B
Somerton, AZ 85350 1800.23.SLOTS
www.cocopahresort.com

Cocopah Museum

www.cocopah.com/museum.html

Built in 1996, the Cocopah Museum and Cultural Center includes hand-crafted exhibits, meeting space and a gift shop. The museum, which resides on the West Reservation, is surrounded by a 1.5-acre park features luxurious native trees and plants and a traditional dwelling replica made from natural elements. The Cocopah Museum is a recognized federal repository, and its exhibits feature objects and depictions of Cocopah history and culture. Museum guests will see examples of traditional clothing such as bark skirts and leather sandals, modern-day beadwork, arrow weed-woven baskets, pottery, traditional tattoo designs, musical instruments and the Cocopah warriors' display. The Museum maintains a non-circulating archive filled with Cocopah artifacts and information. Guests may purchase authentic Cocopah beadwork, Native arts and crafts, Native American music, jewelry, novelty items and much more at the gift shop.



Cocopah Speedway

Cocopah Speedway is a semi banked 3/8ths mile clay oval with concrete wall perimeter, television quality lighting, and pits situated outside of turns 3 & 4 and quality restrooms that include showers. The surface holds moisture but most often develops a blue groove. The victory lane, where post-race awards, photos and interviews are done, will be found in the infield just inside the front stretch racing surface. A variety of concessions are available both in the pits and in the concourse area.

Cocopah Speedway Mailing Address:

14515 S. Veterans Dr.

Somerton, AZ 85350

928-344-1563

Email: info@cocopahspeedway.com

Physical Address:

County 15th & US 95

Somerton, AZ 85350

www.cocopahspeedway.com

Director of Operation:

Greg Burgess

Email: greg@cocopahspeedway.com

Cocopah Wild River Family Entertainment Center: www.cocopahwildriver.com

Cocopah's Wild River Family Entertainment Center is the first of its kind in the Somerton and Yuma areas. The state of the art facility has 24 lanes of bowling, laser tag, and a large arcade room. Wild River offers food and beverage service. Adults can enjoy a sports bar and lounge featuring large screen TVs, Brunswick billiard tables and dart games. In addition, over twenty 42-inch LCD TVs throughout the lounge area make it easy to enjoy your favorite sporting events. Wild River Family Entertainment Center has rental rooms perfect for parties, military events, company functions, or special occasions.



Colorado River Indian Tribes

Contact:

Colorado River Indian Tribes
26600 Mohave Road
Parker, AZ 85344
Phone: (928) 669-9211
Fax: (928) 669-1391
Website: www.crit-nsn.gov

Acreage: 268,964
Population: 4,070
Peoples: Mohave, Hopi,
Chemehuevi, Navajo
Federal Recognition: 1865



BRIEF DESCRIPTION:

The Colorado River Indian Tribes include four distinct Tribes - the Mohave, Chemehuevi, Hopi and Navajo. The CRIT Reservation was created in 1865 by the Federal Government for “Indians of the Colorado River and its tributaries,” originally for the Mohave and Chemehuevi, who had inhabited the area for centuries. People of the Hopi and Navajo Tribes were relocated to the reservation in later years. The reservation stretches along the Colorado River on both the Arizona and California side. It includes almost 300,000 acres of land, with the river serving as the focal point and lifeblood of the area.

ECONOMIC DEVELOPMENT:

The primary economic activity on the CRIT Reservation has always been agriculture, going back to the days when mesquite trees were plentiful along the banks of the river and were relied upon for everything from food to cooking to Tribal traditions and ceremonies. CRIT continues to have a strong farming and agricultural industry, including growing cotton, alfalfa and sorghum.

Blue Water Resort & Casino:

www.bluewaterfun.com

Since it opened in the late 1990s, the \$52 million BlueWater Resort & Casino has become a focal point of CRIT’s economic development efforts. The facility attracts major conferences, national entertainment acts, special events and many other activities as well.

CRIT Tourism

The Tribes’ economic development efforts have been significantly boosted by other forms of tourism. From the Poston Monument to the Blythe Intaglios to the CRIT Museum, there are many things to see and do on the CRIT Reservation. For more information, contact the CRIT Tourism Department at (928) 669-6757.

CRIT Farms

CRIT Farms was established in 1973 as the Tribal farming entity. It manages over 15,000 acres of alfalfa, cotton, durum wheat and many other crops. CRIT Farms’ innovative approach to agriculture has made the endeavor successful and expanded upon its ability to grow different crops in different seasons.



CRIT Real Estate

Thanks to their location along the Colorado River and its proximity to major highways and infrastructure, the last 10 years have brought explosive growth to the Colorado River communities. CRIT has been an important part of that growth with several significant real estate ventures:

- A 140-acre industrial park with full utility services.
- The Aha Quin Mobile Home Park, just outside of Blythe.
- The Big River residential and commercial development, just across the river from Parker.
- A planned Wal-Mart retail center along Highway 93 in Parker.

There are many other real estate opportunities on the CRIT Reservation as well. For more information on real estate, contact CRIT Realty at (928) 669-6800.

CRIT Sand & Gravel

CRIT operates a sophisticated sand and gravel operation near the Colorado River, an enterprise which has generated a great deal of revenue for the community. Its materials meet and exceed all highway and construction standards. For more information, please call (928) 669-9251.

Other Tribal Enterprises

- Colorado River Building Materials is a tribally owned enterprise in Parker that provides hardware and building needs for construction, home improvement or maintenance. The phone number is (928) 669-9254.
- CRIT Utilities provides the people of CRIT with important utility services, including waste disposal, water and sewer service.
- BlueWater Cinema's is a movie theater to enjoy watching latest movie releases with your family and friends.

For more information on economic development opportunities, please call the Business Enterprise Department at (928) 669-1334.



Fort McDowell Yavapai Nation

Contact:

Fort McDowell Yavapai Nation
PO Box 17779
Fountain Hills, AZ 85269
Phone: (480) 837-5121
Fax: (480) 837-1630
Website: www.fmyn.org

Acreage: 26,400
Population: 950
Peoples: Yavapai, Apache
Federal Recognition: 1886



BRIEF DESCRIPTION:

The Fort McDowell Yavapai Nation is a 950-member tribe that calls Central Arizona's upper Sonoran Desert home. Located to the northeast of Phoenix within Maricopa County, Arizona, the 40-square mile reservation is a small part of the ancestral territory of the once nomadic Yavapai people, who hunted and gathered food in a vast area of Arizona's desert lowlands and mountainous Mogollon Rim country.

ECONOMIC DEVELOPMENT:

Fort McDowell Adventures

www.fortmcdowelladventures.com/about-our-venues

You may have seen Fort McDowell Adventures on TV's *The Amazing Race*. Acres of pristine Arizona foothills play host to an authentic western adventure with something for everybody. Minutes from sunny Scottsdale, Arizona; Fort McDowell Adventures is the premier outdoor activity & event destination featuring four unique venues situated amongst stunning desert vistas. They specialize in groups from 10-2,000 for an unforgettable wedding or reception, rehearsal dinners, team building activities, bachelor & bachelorette parties, group functions, corporate events, cowboy cookouts and more. Fort McDowell Adventures has the experience, venues and staff to create memories that last a lifetime.

Fort McDowell Casino

www.fortmcdowellcasino.com

Fort McDowell Casino sponsors a wide variety of exciting events, promotions and concerts and the Wekopa Resort & Conference Center offers packages for many of these events. Packages always include more than your share of fun and excitement and often include free tickets for casino events. For details just call and request our "Casino Events Package."

Baja Gas Station

Ba'ja Gas, located on Fort McDowell Road and S.R. 87, features a 4,200 square foot convenience store, eight gas pumps, and one diesel pump. Ba'ja serves as the "general store" for the Eagle View RV Resort and those on a vacation in Scottsdale. For more information, please call 480-789-8400

Yavapai Materials

Yavapai Materials provides our customers with consistent high quality materials at a competitive price and to assure them of the best service available. Yavapai Materials produces construction aggregate, ready-mix concrete, landscape granite, and specialty sand products. Fort McDowell Yavapai Materials have been used to build Chase Field, Peoria Sports Complex, and Troon Golf Course. For more information, please call 480-837-2358



Fort McDowell Farms

Fort McDowell Tribal Farm grows and sells commercial crops to locals and even in national markets. The farm boasts 620 acres of alfalfa, 1,000 acres of pecans, and 325 acres of citrus.

Poco Diablo Resort Sedona

Poco Diablo Resort is a comfortable and affordable full-service hotel located in Sedona, Arizona. Each of our 137 rooms has been designed to be a home away from home. The rooms include a Simmons EverNu Beauty Rest beds and includes an array of premium channels on our flat-screen televisions and complimentary high-speed wireless Internet. The Poco King room features a private patio, gas fireplace and jetted bathtubs.

We-Ko-Pa Golf Club

www.wekopa.com

We-Ko-Pa Golf Club is one of the Best Resort Courses by Golfweek magazine, We-Ko-Pa was designed by golf course veterans Bill Coore, Ben Crenshaw and Scott Miller. A daily fee golf facility with two 18-hole courses, We-Ko-Pa offers both seasoned pros and weekend golfers a memorable golf experience.

Eagle View RV Resort “Asah gweh oou-o” at Fort McDowell

www.eagleviewrvresort.com

The Eagle View RV Resort provide premier RV Resort camping on the eastern edge of Scottsdale, Arizona, where the Four Peaks rise from the desert floor and the Verde River quenches the thirst of local wildlife.

We-Ko-Pa Resort & Conference Center

www.wekoparesortandconferencecenter.com

Discover the beauty, tranquility and culture of Arizona’s captivating Sonoran Desert at the AAA Four Diamond We-Ko-Pa Resort & Conference Center. Located only 20 minutes from the Phoenix Sky Harbor International Airport, the We-Ko-Pa Resort & Conference Center is a lushly landscaped oasis and offers spectacular views of Arizona’s majestic Four Peaks and iconic Red Mountains alongside the free-flowing Verde River.



Fort Mojave Indian Tribe

Contact:

Fort Mojave Indian Tribe
500 Merriman Avenue
Needles, CA 92363
Phone: (760) 629-4591
Federal Recognition: 1910
Fax: (760) 629-5767
Website: www.mojaveindiantribe.com

Acreage: 42,000
Population: 1,365
People: Yuman



BRIEF DESCRIPTION:

Mojave Indians are Pipa Aha Macav- “The People by the River.” Mojave culture traces the earthly origins of its people to Spirit Mountain, the highest peak in the Newberry Mountains, located northwest of the present reservation inside the Lake Mead National Recreation Area. The Tribe’s spirit mentor, Mutavilya, created the Colorado River, its plants and animals, and instructed the Pipa Aha Macv in the arts of civilization. They were prosperous farmers with well-established villages and trade networks that stretched as far away as the Pacific Ocean.

ECONOMIC DEVELOPMENT:

Fort Mojave Telecommunication Inc.

8490 Highway 95 Ste 104
Mohave Valley, Arizona 86440
Phone: (928) 704-2200
No Website

Spirit Mountain Casino

Spirit Mountain Casino is located at 8555 South Highway 95, in Mohave Valley, Arizona - just across the Colorado River from Needles, California, and about 20 minutes from Avi Resort & Casino, in Laughlin, Nevada.

Avi Kwa’ Ame Farms Mojave Valley

www.akafarm.com/About.html

Avi Kwa’ Ame Farms was originally organized in late 1985 and grew its first crop in 1986. It was organized to provide stewardship of the land, put the Tribe’s water rights to beneficial use, and to make a profit. Avi Kwa’ Ame Farm is still operated for those purposes.

Fort Mojave Development Corporation

George Tu, Director of Operations
Fort Mojave Development Corporation
1525 East Willow Drive, Mohave Valley, AZ 86440
Office: 928-346-1600
Fax: 928-346-1602
Email: georgetu@fortmojave.com



Spirit Mountain RV Park

www.smr.v.com

Spirit Mountain RV Park is the RV resort park to visit for your next vacation. Woodals™ has rated the RV Park as a 4-star resort park. The RV Park offer many great amenities to meet your needs because the RV Park has some of the lowest rates on the river. There are no hidden costs, our clean facilities, quiet atmosphere, within walking distance of the Spirit Mountain Casino, Laundry Mat, and Gas Station.

Aha Macav Power Service

Aha Macav Power Service (AMPS) was incorporated under a Tribal Charter authorized by the Fort Mojave Tribal Council in July 1991. AMPS is a full service electric utility company serving tribal lands located on the Fort Mojave Indian Reservation in Arizona, California and Nevada.

Avi Resort & Casino

www.avicasino.com

The Avi Resort & Casino is located off the banks of the pristine Colorado River in the beautiful desert oasis of Laughlin, NV. Proudly an entity of the Fort Mojave Indian Tribe, the Avi is nestled on the Nevada, Arizona and California border. The Avi offers guests a magnitude of entertainment options. The Vegas style casino offers some of the top slot machines, over 20 table games, a poker room with live action Texas Hold'em daily, a top rated Sports Book, live Bingo, Keno and more.

Mojave Resort Golf Club & Huukan Golf Club

www.mojavegolf.com

Huukan Golf Club is located in Fort Mohave, Arizona, while Mojave Resort Golf Club can be found in Laughlin, Nevada.



Gila River Indian Community

Contact:

Gila River Indian Community
PO Box 97
Sacaton, AZ 85147
Phone: (520) 562-9841
Fax: (520) 562-9849
Website: www.gilariver.org

Acreage: 373,365
Population: 20,717
Peoples: Pima, Maricopa
Federal Recognition: 1859



BRIEF DESCRIPTION:

The location of the Gila River Indian Community (GRIC) traces its roots to the Hohokam, prehistoric Indians who lived and farmed along the Gila River Basin centuries ago. Today, the community is the homeland for two distinct Tribes, the Akimel O’odham (O’odham), and the Pee-Posh (Maricopa). The Pee-Posh, a Yuman band that migrated from the southern Colorado River area, became an ally of the O’odham. The two groups agreed that each would follow their own traditions and have a single council govern its affairs. For these reasons, the term “Gila River Indian Community” was created.

ECONOMIC DEVELOPMENT:

Firebird International Raceway
Agriculture
Gila River Arts & Crafts Center

Pima Leasing & Financing Corporation

PIMA Leasing & Financing Corporation (PLFC) manages the Community’s trust land resources and promotes self-sufficiency by provide financing for community-owned enterprises.

Native Technology Solutions

Formed in 2006, Native Technology Solutions (NTS) is a tribally owned subsidiary of Gila River Telecommunications, Inc. owned and operated by the Gila River Indian Community.

Gila River Indian Community Utility Authority

The Gila River Indian Community Utility Authority provides reliable competitively priced electricity to the Gila River Indian Reservation while assuring the use of such services improves the health and welfare of its residents.

Wild Horse Pass Development Authority

In a land of legends, where wild horses roam free, experience the beauty and adventure of Wild Horse Pass Development Authority. Located on the ancient Tribal lands of the Gila River Indian Community, but only minutes from Sky Harbor International Airport, Wild Horse Pass features pristine Sonoran Desert views, stunning mountain vistas and offers a showcase for the Pima and Maricopa cultures that have called this land home for 2,300 years.

Sheraton Wildhorse Pass Resort & Spa

The Sheraton Wild Horse Pass Resort & Spa, a 500-room resort was designed to be an authentic representation of the Gila River Indian Community’s heritage and culture. It is conveniently located 11 miles from the Phoenix Sky Harbor International Airport on the ancient Gila River Indian Community. The AAA Four Diamond resort offers its guests a recreational, educational, and inspirational experience never before available in a resort setting.



Toka Sticks Golf Club

Toka Sticks Golf Club (formerly known as Williams Air Force Base Golf Course) is located just five miles south of US 60. The golf course is located at the intersection of Power and Williams Field Roads. The original nine holes were built over sixty years ago by the Air Force personnel and local community members who volunteered their help in exchange for golf privileges.

Lone Butte Development Corporation

Lone Butte Industrial Park is managed and operated by the Lone Butte Industrial Corporation. The Park's prime location next to Interstate 10, minutes from Sky Harbor International Airport and close proximity to Metropolitan Phoenix provides tenants with strategic access to the entire Southwest.

Kai Restaurant

Kai, meaning 'seed' in the Pima language, features a menu rich in creativity, history and Native American culture. Executive Chef Michael O'Dowd and Native American Chef de Cuisine Jack Strong incorporate the essence of the Pima and Maricopa tribes and locally farmed ingredients from the Gila River Indian Community to create unforgettable masterpieces.

Rawhide

Whether it's a party of 10 or 10,000, Rawhide treats every guest like a VIP by offering extraordinary Old West charm and hospitality. Rawhide Western Town & Steakhouse is celebrating 37 years of providing quality 1880's style family entertainment. This authentic frontier town is Arizona's largest western-themed attraction and has moved from Scottsdale to Wild Horse Pass on the Gila River Indian Community.

Koli Equestrian Center

Koli Equestrian Center, located in the heart of the Gila River Indian Reservation and just minutes away from Downtown Phoenix, offers miles of breath-taking scenery and horseback riding trails enjoy. Out here at Koli Equestrian Center there is never any "head to tail" single line riding, everyone is spread out and can get to know each other along the way. Friendly, qualified wranglers will advise visitors of the surroundings and what you need to know about our well trained horses.

Ko'Sin Restaurant

Ko'Sin features a fusion of American and Southwestern cuisine. Offering breakfast, lunch and dinner Ko'Sin, meaning 'kitchen' in the Pima language, delights guests with delectable dishes amid stunning views of the Sierra Estrella Mountain Range.

Gila River Sand & Gravel Corporation

Gila River Sand & Gravel Corporation is a construction aggregate producer. It produces and sells rock and sand products to customers who then use these products to produce concrete or asphalt all throughout Arizona. It sells base course aggregate commonly known as ABC for the use in road construction and as a base sub structure for houses and buildings.

HuHuGam Heritage Center

On January 24, 2004, the Gila River Indian Community opened arguably the nation's finest tribal facility for the preservation and display of important cultural artifacts and art.



Gila River Telecommunications Inc.

GRTI was established on July 6, 1988, for the purpose of providing the Gila River Indian Community with telephone service and other telecommunications services. GRTI currently has over 3,800 lines, including business, residence, and private line circuits. Approximately 48% of these are business lines.

Aji Spa & Salon

Aji, meaning “Sanctuary” in the Pima language, is Arizona’s only Native American spa and one of only seven spas in the state to earn the Mobil Four-Star Award.

Gila River Casinos

The mission of the Gila River Gaming Enterprises, Inc. is to generate income for the Community, to provide employment opportunities for the Community and to participate in the economic growth of the Gila River Indian Community.

Whirlwind Golf Club

Whirlwind Golf Club has established itself as a premier golf destination for Arizonans as well as travellers from around the globe. The facility features 36 perfectly manicured holes draped over 242 acres of exquisite desert landscape.



Havasupai Tribe

Contact:

Havasupai Tribe
PO Box 10
Supai, AZ 86435
Phone: (928) 448-2731
Fax: (928) 448-2551
Website: www.havasupai-nsn.gov

Acreage: 180,516
Population: 650
People: Havasupai
Federal Recognition: 1880



BRIEF DESCRIPTION:

Havasupai means “People of the Blue Green Water”. The Havasupai people have dwelt in the Grand Canyon and the rest of north-central Arizona for over 1,000 years, practicing summertime irrigated farming in the canyons and wintertime hunting in the plateaus. The Havasupai Tribe Reservation is at the end of Indian Route 18 off historic Route 66. It consists of 188,077 acres of canyon land and broken plateaus abutting the western edge of the Grand Canyon’s south rim. Residents live in Supai Village in the 3,000 foot deep Havasu Canyon. The reservation was established in 1880 and substantially enlarged in 1975. The tribe is known for its location, traditional cultural life, and beautiful arts and crafts.

ECONOMIC DEVELOPMENT:

Havasupai Lodge

The tribe owns and manages the 24-room Havasupai Lodge. The nearest lodging facility is 75 miles away in Peach Springs.

Havasupai Tribal Café

The Havasupai Tribal Cafe is the only restaurant on the reservation. It provides a very basic menu to community members and visitors. The Havasupai Tribal Cafe provides refreshments and food selections to tourists and residents. The Tribe plans to expand the facility to allow placement of additional services and to accommodate more patrons.

The Havasupai Trading Post

The Havasupai Trading Post and General Store provides the only source of groceries and basic supplies to tribal members and visitors on the reservation. The nearest supermarkets are located in Kingman and Flagstaff. The Havasupai Trading Post provides limited but necessary grocery and merchandise choices.

The Havasupai Tourism Enterprise

The Havasupai Tourism Enterprise manages and operates tourism related activities including guided and unguided tours, a 200-person campground near Havasu Falls and a horse packing business in which tribal members serve as guides and provide saddle and pack horses that carry goods and visitors in and out of the canyon. The Tribal Packer’s Enterprise accepts reservations from tourists and schedules various tribal members to provide horses and guide services to those visitors.



Hopi Tribe

Contact:

Hopi Tribe
PO Box 123
Kykotsmovi, AZ 86039
Phone: (928) 734-2441
Fax: (928) 734-6665
Website: www.hopi-nsn.gov

Acreage: 1,561,213
Population: 14,127
Peoples: Hopi, Tewa
Federal Recognition: 1882



BRIEF DESCRIPTION:

The Hopi Tribe is a sovereign nation located in northeastern Arizona. The reservation occupies part of Coconino and Navajo counties, encompasses more than 1.5 million acres, and is made up of 12 villages on three mesas.

Since time immemorial, the Hopi people have lived in Hopitutskwa and have maintained a sacred covenant with Maasaw, the ancient caretaker of the earth, to live as peaceful and humble farmers respectful of the land and its resources. Over the centuries, the Hopi people have survived as a tribe, and to this day have managed to retain their culture, language and religion despite influences from the outside world.

ECONOMIC DEVELOPMENT:

- Tourism: Hopi Traditional Dances
- Cattle Ranching: 26 Bar Ranch, Clear Creek Ranch, Aja and Hart Ranch
- Traditional Hopi Subsistence Agriculture
- Gathering & Hunting
- Hopi Arts & Crafts
- Tourism
- Local Small Business

Shopping & Lodging:

- | | |
|-------------------------|-----------------|
| Kachina Plaza | Flagstaff, AZ |
| Continental Plaza | Flagstaff, AZ |
| Heritage Square | Flagstaff, AZ |
| Hopi Truck Stop | E. Holbrook, AZ |
| Hopi Hotel & Restaurant | Second Mesa, AZ |
| Kokopelli Inn | Oak Creek, AZ |
| Marriott Inn | Galveston, AZ |



Hualapai Tribe

Contact:

Hualapai Tribe
PO Box 179
Peach Springs, AZ 86434
Phone: (928) 769-2216
Fax: (928) 769-2343
Website: www.hualapai-nsn.gov

Acreage: 992,463
Population: 2,300
People: Hualapai
Federal Recognition: 1883



BRIEF DESCRIPTION:

The Hualapai Tribe is a federally recognized Indian Tribe located in northwestern Arizona. “Hualapai” (pronounced Wal-lah-pie) means “People of the Tall Pines.” In 1883, an executive order established the Hualapai reservation. The reservation encompasses about one million acres along 108 miles of the Grand Canyon and Colorado River. Occupying part of three northern Arizona counties: Coconino, Yavapai, and Mohave, the reservation’s topography varies from rolling grassland, to thick forests, to rugged canyons. Elevations range from 1,500 feet at the Colorado River, to over 7,300 feet at the highest point of the Aubrey Cliffs. Most people who reside on the reservation live in the capitol town of Peach Springs, which own its name to the peach trees that historically grew at nearby springs. The closest full-service community is Kingman, Arizona located 55 miles west of Peach Springs on historic Route 66.

Economic Development:

There is no casino gaming on the Hualapai Reservation. Tribal administration, public schools, and state/federal government provide the bulk of current full-time employment. The principal economic activities are tourism, cattle ranching, and arts and crafts.

An outdoorsman’s paradise, the reservation is rich in hunting, fishing, and river rafting opportunities. The tribe sells guided big-game hunting permits for desert bighorn sheep, trophy elk, antelope, and mountain lion. The Hualapai River Runners, based in Peach Springs, is the only Indian-owned and operated river rafting company on the Colorado River, and offers one and two-day trips. A recent addition to the Peach Springs economic includes a newly remodeled market and a new fuel station along Route 66.

Another tribal enterprise is Grand Canyon West on the Hualapai reservation at the west rim of the Grand Canyon. Offering an alternative to the Grand Canyon National Park, the enterprise offers a tour package that includes the “Skywalk” (a glass bridge that enables visitors to walk beyond the rim of the Grand Canyon at 4,000 feet above the Colorado River), helicopter and boat tours, and other excursions on the reservation. The Grand Canyon Resort Corporation employs approximately 650 people of which 40% are Hualapai tribal members.



Kaibab Band of Paiute Indians

Contact:

Kaibab-Paiute Tribe

HC 65 Box 2

Fredonia, AZ 86022

Phone: (928) 643-7245

Fax: (928) 643-7260

Website: www.kaibabpaiute-nsn.gov

Acreage: 120,413

Population: 341

People: Paiute

Federal Recognition: 1934



BRIEF DESCRIPTION:

The Kaibab-Paiute Tribe is a member of the bands of the Paiute people who have lived on the lands north and west of the Grand Canyon. The tribal lands of the Kaibab-Paiute Tribe were established in 1934. The Kaibab-Paiute Tribe continues to preserve their natural resources, language, and culture.

ECONOMIC DEVELOPMENT:

To expand their economic base, the Kaibab-Paiute Tribe established a visitor center for the Pipe Spring National Monument.

Tourism

Livestock

Agriculture

Fruit Orchard

Campground

Pipe Springs Visitor Center

Convenience Store/Gas Station

Campground RV Park

Wildlife, Fisheries & Parks Department



Pascua Yaqui Tribe

Contact:

Pascua Yaqui Tribe
7474 South Camino de Oeste
Tucson, AZ 85746
Phone: (520) 883-5000
Fax: (520) 883-5014
Website: www.pascuayaqui-nsn.gov

Acreage: 8,277
Population: 18,000
People: Pascua Yaqui
Federal Recognition: 1978



BRIEF DESCRIPTION:

The Pascua Yaqui people are descendants of the ancient Toltec people who once lived from northwestern Mexico upward to southern Colorado and California. In the 19th century, they migrated north to the United States settling remote villages in Tucson and Guadalupe, Arizona.

An additional 690 acres of land was acquired in 1982 and the first constitution was approved in 1988. The Yaqui culture remains rich in native elements. For many Yaqui people, the heart of their culture is the five enchanted worlds that mirror the land in which they live. One of the most important worlds is the “Sea Ania” or Flower World. The flowers of the Sea Ania unite the people and connect them to their past. The deer dance is an important ceremony that lets Yaqui people communicate with the Flower World.

ECONOMIC DEVELOPMENT:

Del Sol Marketplace
Anselmo Valencia Tori Amphitheater
Casino of the Sun: www.casinodelsolresort.com/about-us/pascua-yaqui_casinos
Casino Del Sol: www.casinodelsolresort.com
Hotel Resort
Sewailo Golf Club



Pueblo of Zuni

Contact:

Pueblo of Zuni
PO Box 339
Zuni, NM 87327
Phone: (505) 782-7022
Fax: (505) 782-7202
Website: www.ashiwi.org

Acreage: 463,287.18
Population: 19,632
People: Zuni (Ashiwi)
Federal Recognition: 1877



BRIEF DESCRIPTION:

The ancient homelands of the Zuni people are along the middle reaches of the Zuni River where their cultural ancestors lived for centuries. The Zuni people built compact villages of multi-storied houses near the settlements and villages left by the ancient people. For the last three hundred years, most of the Zuni people had lived in a single village, the Pueblo of Zuni. On the reservation are smaller farming villages at Pescado, Nutria, and Ojo Caliente, which were built in the eighteenth century, but the villages have been occupied only during the time of planting and harvest. Off the reservation are ancient sites and areas, sacred points and shrines, and places of pilgrimage central to Zuni life and history.

ECONOMIC DEVELOPMENT:

The Arizona portion of the Zuni Reservation is undergoing environmental restoration and is not open for tourist activities. The New Mexico portion of the Tribe provides numerous outdoor recreational activities including fishing, camping, hiking, and hunting (Pueblo of Zuni Fish & Wildlife).

A:shiwi A:wan Museum & Heritage Center

www.ashiwi.org/Enterprise.aspx

The A:Shiwi A:wan Museum is located in New Mexico in the historic Hebadina Building south of Highway 53 at the intersection of Pia Mesa Road and Ojo Caliente Road. The Hawikku: "Echoes From Our Past" exhibit offers a unique opportunity for all ages. The exhibit provides a historical perspective that spans over five centuries, and a view the hand painted migration story murals, which portray our emergence from the fourth underworld and the perilous journey to find the middle place.

Pueblo of Zuni Home Health Care Agency

www.ashiwi.org/Enterprise.aspx

Zuni Home Health Care Agency is owned and operated by the Pueblo of Zuni. It originated to serve the Zuni people in 1980 and expanded to serve the neighboring communities of Ramah, Pinehill, Fencelake, and Vanderwagon in 1982. It is located on the Zuni Indian reservation, approximately 40 miles south of Gallup, New Mexico.



Zuni Rental Enterprise

www.ashiwi.org/Enterprise.aspx

Zuni Rental Enterprise is a pueblo business involved in the restoration and renovation of old houses and renting them to Pueblo members and contract workers (located in New Mexico).

Zuni Skies Unlimited

Zuni Skies Unlimited Enterprises serves as an agent for CellularOne of Northeastern Arizona, Show Low, Arizona. It is a cellular phone company that services the Zuni community, NW Arizona and SW New Mexico. Zuni Unlimited Enterprise sells phone accessories (located in New Mexico).

Zuni Medical Supply

Zuni Medical Supply Enterprise is owned by the Pueblo of Zuni. It originated in October of 1992, and is a division of Zuni Home Health Care, located approximately 40 miles south of Gallup, New Mexico on the Zuni Indian reservation. The Zuni traditional approach to medicine and health care is holistic in nature. The mission of Zuni Medical Supply Enterprise has evolved around respect for these traditional beliefs. The patient is considered as a whole person who lives within an extended family environment. Unique services are offered to the community and the surrounding region.

Zuni Cultural Resource Enterprise

22 Ave. B

P.O. Box 1149

Zuni, New Mexico 87327

Email: zcre@zcre.net

Phone: (505) 782-4814

Fax Number: (505) 782-2393



Quechan Tribe

Contact:

Quechan Tribe
PO Box 1899
Yuma, AZ 85366
Phone: (760) 572-0213
Fax: (760) 572-2102

Acreage: 43,958
Population: 3,650
People: Quechan
Federal Recognition: 1884



BRIEF DESCRIPTION:

The Quechan (pronounced Kwuh-tsan) Tribe is located along both sides of the Colorado River near Yuma, Arizona. The reservation is bisected on the southside by the Interstate 8 and the reservation boundaries are surrounded by Arizona, California, and Mexico. The Quechan, have long been known as fighters. For centuries, they battled the O'odham, Apache, and other tribes for control of the fertile flood plains of the Colorado River.

ECONOMIC DEVELOPMENT:

The Quechan Tribe leases 700-acre farm to a non-native farmer. It also operates a long-term sand and gravel lease with a non-native corporation that employs Quechan tribal members. The Quechan relies on tourism and related businesses to support the local tribal economy. The hot summers and relatively warm winter temperatures make Quechan a desirable winter vacation spot from November to March.

Agriculture
Land Leasing
Sand & Gravel Operation
Tribal Museum
RV Parks
Grocery Store
Utility Company
Quechan Paradise Casino
The Tribe operates a seasonal parking lot in Andrade, located outside the port-of-entry into Algodones, Mexico.
Game & Fish Department
5 Trailers



Salt River Pima-Maricopa Indian Community



Contact:

Salt River Pima-Maricopa Indian Community
10005 East Osborn Road
Scottsdale, AZ 85256
Phone: (480) 362-7400
Fax: (480) 362-7575
Website: www.srpmic-nsn.gov

Acreage: 53,000
Population: 10,070
People: Pima, Maricopa
Federal Recognition: 1879

BRIEF DESCRIPTION:

The Salt River Pima-Maricopa Indian Community (SRPMIC) is home to 10,070 enrolled members who represent two Indian tribes: the O’odham (“Akimel Au-Authm”-River People) and Maricopa (“Xalychidom Pipaash”-People who live toward the water). Historically, the O’odham are descendants of the Hohokam (Hoo-hoogam), people who farmed the Salt River Valley and created an elaborate canal irrigation system, centuries ago. In contrast, the Maricopa originally lived along the lower Gila and Colorado Rivers and migrated toward Pima villages in 1825. The SRPMIC is located 15 miles northeast of Phoenix. It is adjacent to Scottsdale, Tempe, Fountain Hills, and Mesa, Arizona. Created by Executive Order on June 14, 1879, the Salt River Pima-Maricopa Indian Community has dedicated its resources to finding its way through the maze of urban pressures. The SRPMIC maintains 19,000 of its acres as natural preserve. The secondary land usage is agriculture, which supports a variety of crops including cotton, melons, potatoes, brown onions, and carrots.

ECONOMIC DEVELOPMENT:

The Salt River Pima-Maricopa Indian Community has leased its property for development of the Pavilions, a 140-acre retail power center, thought a large retail commercial development site.

Courtyard Scottsdale Salt River

The Courtyard Salt River Scottsdale, Hotel provides greater flexibility and choices for guests. At the center of our hotel in Scottsdale is The Bistro, a destination for a fresh breakfast, lunch and dinner with cocktail service.

www.marriott.com/hotels/travel/phxpi-courtyard-scottsdale-salt-river

Saddleback Communication

Saddleback Communications provides our residential and business customers with reliable local telephone service, high-speed Internet access, and custom business solutions. For the home, small business or corporate enterprise, Saddleback Communications provides solutions customers can count on. For more information visit the Saddleback Communications website at www.saddlebackcomm.com, or call Saddleback at 480-362-7150.

Salt River Commercial Landfill

www.saltriverlandfill.com

This award winning landfill has been praised for its environmental excellence and design. It is located on 200 acres north of State Route 87 at Gilbert Road on Community land. It opened in 1993 and will be developed in five phases. Construction was performed by the Salt River Sand and Rock Company. The landfill serves Scottsdale, Mesa, Gilbert and Tempe.



Salt River Devco

www.srdevco.com

Salt River Devco was established as an enterprise in February 2000 to promote development within the Community and manage commercial business assets for the Community. The vision carries through to today in part by pushing for economic diversification, a more self-reliant Community, and by fostering mutually positive relationships with outside business partners and surrounding municipalities.

Commercial Asset Management

Salt River Devco manages 108 acres of land including the Chaparral Business Center (CBC), a 70 acre commercial district with six existing commercial office buildings totaling 370,000 square feet. Chaparral Business Center is a Class A office park on the Salt River Pima-Maricopa Indian Community. It is home to 1,500 employees and is conveniently located along the Pima Loop 101 Freeway between Chaparral and McDonald Drive. Ultimately up to one million square feet of office, industrial, retail and medical space will be built, all reflecting the vision of the Community for a balanced approach to development to achieve economic, social and cultural sustainability.

Salt River Outdoor Signs (SROS)

Salt River Devco owns and operates a portfolio of twenty (20) double-faced static outdoor advertising signs commonly known as static billboards located throughout the exterior boundary of the Salt River Pima-Maricopa Indian Community.

Salt River Fields

www.saltriverfields.com

Salt River Fields is the spring training home of the Arizona Diamondbacks and Colorado Rockies. The facility raises the bar for major league baseball spring training. The fields are surrounded by some of the most beautiful mountain views in all of baseball.

Salt River Financial Services Institution

www.srfsi.com

Located within the Salt River Pima-Maricopa Indian Community, the Salt River Financial Services Institution provides the Community with one-stop lending and financial education services. Although the enterprise itself is still fairly new, the staff at SRFSI has been providing homeownership services through the Salt River Community Housing Division for years.

Salt River Gaming Enterprises

www.talkingstickresort.com & www.casinoarizona.com

Casino Arizona has two locations just minutes from Phoenix International Airport. Casino Arizona, 101 & McKellips, offers visitors over 100,000 square feet devoted to gaming, dining, and entertainment. Amenities include slots, blackjack, keno, and five unique restaurants, including Cholla Prime Steakhouse & Lounge. The casino hosts one of the Southwest's largest collections of contemporary Native American art. The Showroom features Showstoppers Live!, a tribute to America's greatest superstars, with performances every Tuesday-Sunday. A new Arizona premier resort destination – Talking Stick Resort & Spa – will enhance the Valley's resort, tourism and hospitality offering in early, 2010. The upscale resort property encompassing a hotel, casino and conference center, is the latest economic enterprise of the Salt River-Pima Maricopa Indian Community located in Scottsdale, Arizona.

**Salt River Materials Group**

www.srmaterials.com

Salt River Materials Group is a commercial enterprise of the Salt River Pima-Maricopa Indian Community. It is located in the Chaparral Business Center in Scottsdale. The Salt River Materials Group is a leading provider of construction aggregates, portland and masonry cements, gypsum, fly ash, and other coal combustion products in the Southwest United States. SRMG continues to distribute quality products and services to very demanding and widely-expanding markets.

Talking Stick Golf Course

www.talkingstickgolfclub.com

This 36-hole signature course was designed by PGA Tour professional Ben Crenshaw and Bill Coore. It includes the Golf Digest Learning Center at Talking Stick, a state-of-the-art teaching facility.

Hoo-Hoogam Ki Museum

www.srpmic-nsn.gov/history_culture

Perhaps the best way to gain appreciation for the lifestyles, history and culture of the O’odham (Pima) and Piipaash (Maricopa) tribes is to visit the Huhugam Ki Museum, 10005 E. Osborn Road. Huhugam Ki, meaning “House of the ancestors,” describes the museum, which is constructed of adobe and desert plants, reflecting the beauty of the Southwest



San Carlos Apache Tribe

Contact:

San Carlos Apache Tribe
PO Box "0"
San Carlos, AZ 85550
Phone: (928) 475-2361
Fax: (928) 475-2567
Website: www.sancarlosapache.com

Acreage: 1,834,781
Population: 14,873
People: Apache
Federal Recognition: 1871



BRIEF DESCRIPTION:

The San Carlos Apache Reservation spans a landscape that ranges from ponderous pine trees, alpine meadows, and desert. The reservation was established by Executive Order on November 9, 1871. Over 1/3 of the land is forested (175,000 acres). The forestlands are home to many wildlife animals like the elk herds, mule deer, turkeys, black bears, and mountain lions. The Apaches are descendent of the Athabascan family who migrated to the Southwest in the 10th century. Over time, many bands of Apache were relocated to the reservation from their traditional homelands, which once extended through Arizona and New Mexico.

ECONOMIC DEVELOPMENT:

Cattle ranching operations contribute approximately \$1 million in annual livestock sales.

Apache Gold Casino

www.apache-gold-casino.com

Apache Gold Casino Resort is owned by the San Carlos Apache Tribe. Apache Gold Casino is located five miles east of Globe, Arizona on Highway 70.

San Carlos Apache Recreation & Wildlife Department

Establish with a mission, "To preserve, protect and enhance wildlife populations on the San Carlos, for the benefit of the Tribe and for benefit of the ecosystem". The Recreation and Wild Department plays an important role in maintaining lands and resources. Bird watching and wildlife photography activities along with Hunting and Fishing guide information are available from the website or by contacting the department directly at: 928-475-2361. Elk tags for trophy elk hunts staged on the San Carlos Apache Reservation generates benefiting revenues for the Tribe's Conservation Fund which is used for wildlife survey, research and habitat improvement projects. The San Carlos Apache Tribe's Wildlife and Recreation Department manages its Dry Lake and Hilltop trophy elk herds which have produced some of the largest antler bearing elk in the world. The Department manages big game hunting by managing hunter densities and limiting permit sales. Past years the trophy elk tags are limited to three per hunt.

www.sancarlosapache.com/San_Carlos_Game_and_Fish.htm

San Carlos Apache Culture Center

The first Cultural Center opened on September 12, 1995, located in Peridot, Arizona on Highway 70. The San Carlos Apaches can tell the story of their people and history. A special exhibit, Window on Apache Culture, is hosted in the center and describes the Apache's Spiritual beginnings and ceremonies such as the Changing Women. Educational programs and demonstrations are available for schools and other groups.

www.sancarlosapache.com/San_Carlos_Culture_Center.htm



San Juan Southern Paiute Tribe

Contact:

San Juan Southern Paiute Tribe
PO Box 1989
Tuba City, AZ 86045
Phone: (928) 283-1066

Acreage: 0
Population: 300
People: Paiute
Federal Recognition: 1994



BRIEF DESCRIPTION:

The San Juan Southern Paiutes Tribe has lived for the last several hundred years in territories east of the Grand Canyon with the Navajos and Hopis as their neighbors. Many San Juan Southern Paiute tribal members reside in several distinct communities located on the Navajo Nation, primarily in northern Arizona and southeastern Utah. In Utah, the tribe now owns 300 acres in the Paiute Farms area, south of Lake Powell. The largest of these communities are located at Willow Springs, near Tuba City, and at Navajo Mountain on the Arizona and Utah border. In March 2000, the San Juan Southern Paiute Tribe signed a settlement treaty with the Navajo Nation giving them approximately 5,400 acres of land. About 5,100 acres are located in the Hidden Springs which is about 10 miles north of Tuba City.

ECONOMIC DEVELOPMENT:

Livestock
Farming
Native basket weaving at Paiute Canyon and at Willow Springs



Tohono O'odham Nation



Contact:

Tohono O'odham Nation
PO Box 837
Sells, AZ 85634
Phone: (520) 383-2028
Fax: (520) 383-3379
Website: www.tonation-nsn.gov/

Acreage: 2,854,881
Population: 28,000
People: Tohono O'odham
Federal Recognition: 1874
Gila Bend 1886

BRIEF DESCRIPTION:

The Tohono O'odham Nation resides primarily in the Sonoran Desert of southern Arizona and northwest Mexico. Tohono O'odham means "People of the Desert." The Tohono O'odham Nation is comparable in size to the state of Connecticut. Its four non-contiguous segments total more than 2.8 million acres at an elevation of 2,674 feet with Sells being the tribal capital. In 1853, through the Gadsden Purchase or Treaty of La Mesilla, O'odham land was divided almost in half, between the United States of America and Mexico. Today, approximately nine O'odham communities in Mexico lie proximate to the southern edge of the Tohono O'odham Nation, a number of which are separated only by the United States/Mexico border.

ECONOMIC DEVELOPMENT:

San Xavier Industrial Park

The Tohono O'odham Nation is home to many small businesses and some large operations. For possible business opportunities contact:

Hi:kdan Business Park, San Xavier Development Authority
P.O. Box 11816
7765 S. Comobabi St.
Tucson, AZ 85734
Phone: (520)746-3692
Fax: (520)741-2868
E-mail: hikdanbp@qwestoffice.net
Land to lease for business. Light, environmentally sound industrial and retail.

Tohono O'odham Plaza, San Xavier Development Authority
P.O. Box 795
Sells AZ 85634
Phone: (520) 383-2900 or 383-2901

Tohono O'odham Utility Authority

www.toua.net

Tohono O'odham Utility Authority, a tribal entity, was originally established in 1970 as the Papago Tribal Utility Authority (PTUA) by the Papago Tribal Council. The original charter authorized it to provide electric and water service to the reservation. Today, TOUA's service delivery area includes the main reservation and the San Xavier District, located southwest of Tucson. TOUA employs 100 people. Its main office is located 1.5 miles west of Sells, Arizona, tribal headquarters of the Tohono O'odham Nation.



Tohono O'odham Economic Development Authority

The Economic Development Authority (EDA) is a separate entity of the Nation and is a chartered organization whose overall objective is the acquisition, development and operation of businesses for the benefit of the Tohono O'odham Nation. The Authority's charter allows the Authority, within certain limits to acquire, own and manage financial investments in an effective manner. For more information call (520) 383-2900 or 2901.

Desert Diamond Casino I and II and the Golden Ha'San Casino, Why

Desert Diamond Tucson	www.ddcaz.com/tucson
Desert Diamond Sahuarita	www.ddcaz.com/sahuarita
Desert Diamond Why	www.ddcaz.com/why

Financing Program

The Credit & Finance Program offers the Revolving Loan Fund to support small businesses. The Financing program has eligibility procedures and guidelines which are described under the program guidelines.

Revolving Loan Fund

This program is operated by the Tohono O'odham Nation under contract with Bureau of Indian Affairs.

Important loan eligibility requirements:

An enrolled member of the Tohono O'odham Nation

Business operating purposes only

Businesses must be located on the Nation and provide district approval documents

A complete business plan

Four years of Financial Statements (two years historical and two years financial projections) and two years of tax records

Current credit report and score

Loan recipients enter into agreements, promissory notes and pledge collateral

Applications are reviewed by an outside panel prior to funding

Support Services Program

The Program staff works one on one with individuals on their business ideas. Staff typically provides assistance in business selection, business operations, contacts and procedures within the Nation, off-reservation procedures and research related business topics.

Business Planning

The Program staff assists individuals to produce a final business plan. Individuals must conduct their own business planning, but staff will assist the individual to produce a document that represents their ideas clearly and accurately.

Other Financing Programs

Staff will provide assistance to individuals to find additional financing.

For More Information Contact:

Tohono O'odham Nation, Credit & Finance Program

BIA Business Loop Bldg #15

P.O. Box 837, Sells, AZ 85634

Phone: (520)383-5546

Fax: (520)383-5547



Tonto Apache Tribe

Contact:

Tonto Apache Tribe
Tonto Apache Reservation #30
Payson, AZ 85541
Phone: (928) 474-5000
Fax: (928) 474-9125

Acreage: 85
Population: 110
People: Tonto Apache
Federal Recognition: 1972



BRIEF DESCRIPTION:

The Tonto Apache Tribe (originally named Te-go-suk, Place of the Yellow Water) is located adjacent to the town of Payson, Arizona. The Tonto Apache people are the direct descendants of Western Apaches, who lived along the Mogollon Rim. The large Rio Verde Reserve, near Camp Verde, was established in 1871 for the Tonto Apache and Yavapai Indians. The Rio Verde Reserve was dissolved in 1875, when they were forcibly moved to a fort near the tribal lands of the San Carlos Apache Tribe. Some Tonto Apache people gradually returned to Payson after 20 years of exile to only discover that much of their homeland had been taken.

ECONOMIC DEVELOPMENT:

Tribal members are well known in the art community for their outstanding beadwork and basketry, which they have received national recognition and can be purchased in their community.

Lodging

Retail

Mazatzal Hotel & Casino

www.mazatzal-casino.com/index.php



White Mountain Apache Tribe

Contact:

White Mountain Apache Tribe
PO Box 700
Whiteriver, AZ 85941
Phone: (928) 338-4346
Fax: (928) 338-1514
Website: www.wmat.us

Acreage: 1,664,984
Population: 16,832
People: Apache
Federal Recognition: 1871



BRIEF DESCRIPTION:

The White Mountain Apache are part of the Western Apaches, and related to the San Carlos, and Tonto Apache people. Their traditional homelands reside in the White Mountain area. On November 9, 1891, by Executive Order, the tribal lands of the White Mountain Apache Tribe were established. The reservation originally included tribal lands of the San Carlos Apache people, but an act of Congress, in 1897, separated the White Mountain Apache Tribe and the San Carlos Apache Tribe. Today, the White Mountain Apache Tribe find new ways to live with their rich mountain resources while maintaining their traditions.

ECONOMIC DEVELOPMENT:

Apache Cultural Center & Museum

www.wmat.us/wmaculture.html

Originally established in 1969, the White Mountain Apache Cultural Center stands as a monument of the Tribe's historical resiliency and ongoing commitment to celebrate and perpetuate Apache heritage. The Cultural Center serves as a repository for the Tribe's cultural heritage through the preservation of oral histories, archival materials and objects of cultural, historical and artistic significance to the White Mountain Apache people.

Hon-dah Resort Casino and Conference Center

www.hon-dah.com

Hon-dah Resort Casino and Conference Center
777 Hwy 260, Pinetop, Arizona 85935

White Mountain Apache Tribe - Game & Fish

www.wmatoutdoors.org

White Mountain Apache Tribe
Game & Fish Department
P.O. Box 220, Whiteriver, AZ 85941
(928) 338-4385
outdoors@wmat.us

Sunrise Park Resort

www.sunriseskipark.com

Sunrise Park Resort
P.O. Box 117, Greer, Arizona 85927
Phone: 855.735.7669
Fax: 928.735.7224



Yavapai-Apache Nation

Contact:

Yavapai Apache Nation
2400 W. Datsi Street
Camp Verde, AZ 86322
Phone: (928) 567-3649
Fax: (928) 567-1048
Website: www.yavapai-apache.org

Acreage: 644
Population: 2,440
Population: Yavapai, Apache
Federal Recognition: 1925



BRIEF DESCRIPTION:

The Yavapai-Apache Nation is located in the Verde Valley, Arizona and is comprised of five (5) tribal communities: Tunlii, Middle Verde, Rimrock, Camp Verde and Clarkdale. There are 2,440 total enrolled tribal members (December 2014 numbers) with over 750 residents living in the five (5) tribal communities. The Yavapai-Apache Nation consists of two distinct people, the Yavapai and Apache. The Yavapai refers to themselves as Wipuhk'a'bah and speak the Yuman language, while the Apache refer to themselves as Dil'zhe'e and speak the Athabaskan language.

ECONOMIC DEVELOPMENT:

Storytellers

www.cliffcastlecasinohotel.com/dining/storytellers

With its rock walls and gentle waterfall, Storytellers captures the spirit of ancient Indian dwellings. The name comes from a Native American tradition of passing on history through storytelling. Here, guests share the stories of the day, celebrate birthdays, anniversaries, or any occasion, in an upscale yet casual setting. It is the perfect setting for an intimate dinner or small group celebration. The three to five-course menu features inventive twists to traditional steakhouse fare. For reservations please call (928) 567-7905.

Johnny Rockets

www.cliffcastlecasinohotel.com/dining/johnny-rockets

A modern tribute to the wonderful diners of the 50's, Johnny Rockets is loaded with nostalgic charm. Guest can enjoy many all-American favorites: cooked-to-order burgers, fries, fresh-baked apple pie, and hand-dipped malts and shakes. There's even a jukebox on every table belting out your favorite tunes for only a nickel. For hours, please call (928) 567-5158.

Mountain Springs Buffet

www.cliffcastlecasinohotel.com/dining/mountain-springs-buffet

The buffet offers an excellent variety and delicious food for breakfast, brunch, lunch and dinner.

Three Sisters Market

www.cliffcastlecasinohotel.com/dining/three-sisters-market

Need a light meal or snack? No matter what the hour, this 24/7 grab-and-go bistro is the go-to place for gourmet coffee, hot breakfast, made-to-order burgers and sandwiches. Choose from a fine selection of your favorite appetizers, soups and salads.



Cliff Castle Casino-Hotel/Conference Center

www.cliffcastlecasinohotel.com/casino

Cliff Castle Casino-Hotel

555 Middle Verde Road

Camp Verde, AZ 86322

Shake Rattle and Bowl

www.cliffcastlecasinohotel.com/family-fun

20 LANES OF FUN

Shake, Rattle & Bowl is always a rocking good time. But during Cosmic Bowling on Friday and Saturday nights, the fun skyrockets – we turn off the lights; pump up the volume, and the whole place glows with space-themed neon colors. It's a blast for parties. The fun keeps rolling with leagues, group parties and tournaments.



Yavapai-Prescott Indian Tribe

Contact:

Yavapai-Prescott Indian Tribe
530 East Merritt
Prescott, AZ 86301
Phone: (928) 445-8790
Fax: (928) 778-9445
Website: www.ypit.com

Acreage: 1,395
Population: 180
People: Yavapai
Federal Recognition: 1935



BRIEF DESCRIPTION:

The Yavapai people lived as hunters and gatherers practicing occasional agriculture on more than 9 million acres in Arizona. The four primary groups of Yavapai maintained good relationships with each other and are now located at Fort McDowell, Camp Verde, and Prescott. The Tribe's reservation encompasses 1,395 acres of gentle, rolling hills adjacent to Prescott, and offers residents and visitors alike a generous selection of activities and commercial enterprises and services.

ECONOMIC DEVELOPMENT:

Today, the modern Yavapai Prescott Indian Tribe preserves the ancient culture of its ancestors and works diligently to achieve economic independence through numerous tribal enterprises. One of the area's largest employers, the Tribe is home to the Frontier Village shopping complex, Yavapai Gaming Center & Buck's Casino, Prescott Resort & Conference Center and a Sundog Industrial Business Park.

Bucky's Casino

www.buckycasino.com

Bucky's and Yavapai Casinos are sure to have your game. Enjoy non-stop action and BIG-WIN payouts, with over 525 of the most exciting and entertaining slot machines in Arizona. All this and the clear skies and cool pines of Prescott! Bucky's Casino adjoins the Prescott Resort for deluxe accommodations.