



Pascua Yaqui Strategic Economic Development Plan

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EXECUTIVE SUMMARY

BACKGROUND

A key challenge confronting Native American Tribes today is creating sustainable economic development and building wealth for tribal members. The Pascua Yaqui Tribe (PYT) is preparing to address these issues by developing an economic development plan that not only identifies strategies to diversify the Tribe's economy, but also identifies strategies to improve the quality of life for tribal members. The economic development planning process that the PYT selected follows the "Nation-Building" approach. This approach is characterized by the inclusion of leadership and the community, emphasis on long term results, and fostering the environment to sustain economic development projects.

The Pascua Yaqui Economic Development Strategic Plan was created under the direction of the Pascua Yaqui Steering Committee, with input from the Tribal Government and the Pascua Yaqui community. This planning process included a comprehensive approach with the intent of setting the tribal course of economic development for the next five years. The following are summaries of the background components of the planning effort conducted by ESI.

- **Economic Base Analysis** – ESI examined 2000 census population, income, education levels, and employment data; and enrollment figures from the Tribe. This research was limited due to the lack of tribal member data possessed by the tribal government.
- **Interviews** – ESI conducted interviews with the Pascua Yaqui Tribal Council and heads of government departments concerning tribal governmental operations and issues facing the general Yaqui population.
- **SWOT** – The SWOT analysis was based on findings from the economic base analysis, interviews, and preparatory research. The top priorities from the Opportunities and Weaknesses sections were identified, and methods to address them were outlined.
- **Steering Committee Meetings:**
 - Kick off meeting to present overview of the planning process
 - Visioning Session
 - Critical Issues Work Session to identify opportunities and weaknesses and prioritize objectives
 - Work session to review draft plan
- **Community Town Halls** – Town Halls were held on the Pascua Pueblo and Guadalupe, where the strategic plan's focus areas and goals were discussed with

the community. Feedback, suggestions, and comments were provided by the public and were incorporated into the plan, where appropriate.

ESI conducted an economic base analysis, interviews with several members of the Tribal Council and Department Heads, and examined several previous reports. Following these tasks, ESI conducted a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) and presented these findings concurrently with the development of an economic vision statement at a Visioning Workshop. Following this workshop, ESI created a vision and held a critical issues workshop with department heads and staff. A strategic plan was developed and presented to the steering committee for review, and then to the communities on the Pascua and Guadalupe Pueblos in the form of a Town Hall Meeting.

TRIBE-WIDE PLAN

The Pascua Yaqui Strategic Economic Development Plan is a blue-print formed by ESI Corporation, the Pascua Yaqui Tribal Council and Government, and the Pascua Yaqui community with the intent of setting the tribal course of economic development for the next five years. The vision statement for the Pascua Yaqui Tribe was formed through interviews, research and a visioning session with the Pascua Yaqui Steering Committee that resulted in the following vision for the Tribe:

“The Tribe will achieve economic self-sufficiency and financial prosperity through the diversification of their economy, which includes the pursuit of new business opportunities and partnerships. The Tribe empowers its people to achieve individual self-sufficiency by supporting education, workforce development and entrepreneurship.”

KEY FINDINGS

The Tribe is committed to Nation-Building through a comprehensive action plan to address several issues that have prevented economic prosperity. The majority of these issues can be resolved internally by establishing a clear direction and steady commitment to the tribal goals.

POPULATION

The Pascua Yaqui Population on the Reservation has grown steadily from 2,406 in 1990 to an estimated 3,737 in 2005. The Yaqui population is also extremely young, with nearly 60% under the age of 24. Furthermore, only 25.6% of the Yaqui population resides on the reservation. This geographical dispersion of Yaqui members has been a barrier for providing services. It must be noted that the most recent data for several indicators are from the 2000 Census, limiting the ability of ESI and the Pascua Yaqui Tribe to identify necessary services. It would be beneficial to the Tribe to update information that would assist in service delivery.

WORKFORCE

The Yaqui community has low levels of educational attainment, with only a 41.3% high school graduation rate – about half of Arizona’s graduation rates - and extremely low rates of undergraduate and post-graduate/professional degrees. Concurrently, the Yaqui community has experienced high rates of unemployment, hovering around five times the rate for the state of Arizona. This has resulted in a median household income of about 55% of the median household income for Arizona.

BUSINESS CLIMATE

The business climate on the Reservation is limited, with the majority of local employment opportunities in the government or casinos - the Casino of the Sun and the Casino del Sol. These two casinos have served as a basis for economic development throughout the community, employing hundreds of Yaquis and contributing large amounts of fiscal resources to the local marketplace in the form of purchased goods and services. However, private business is extremely limited on the Reservation.

TRANSPORTATION

The transportation system is a restricted network of roads and minimal public transportation options. However, Pima County is planning on widening Valencia Road, the major arterial near the Yaqui Reservation. Similarly, Camino de Oeste will be improved in the near future as well. These two projects will positively impact transportation on the Reservation

REAL ESTATE

The Pascua Yaqui Tribe maintains limited amounts of Trust and fee lands throughout Central and Southern Arizona. Multiple parcels controlled by the Tribe are located along heavily traveled corridors, or locations that are near planned road-widening projects. These include parcels on Valencia Road and Camino de Oeste.

UTILITIES AND INFRASTRUCTURE

The Tribe has limited natural resources on their lands; however, they do have a CAP allocation and water resources on the Tortuga Ranch. The majority of its utility services come from Pima County or the City of Tucson and fiber optic cabling is now available throughout the Pascua Pueblo providing high speed internet access.

INCENTIVES AND REGULATIONS

The Pascua Yaqui Tribe possesses the ability to establish its own incentives and regulations, providing an opportunity to establish a competitive advantage for

business development and attraction over neighboring municipalities. Tribal Government currently lacks regulations and guidelines.

QUALITY OF LIFE

The indicators for quality of life show levels that are relatively low. Healthcare, education, employment, income, and housing levels were all mentioned in interviews as needing to be improved. Additionally, it was mentioned that community beautification was needed to assist with business development and attraction.

RECOMMENDATIONS

The Pascua Yaqui Tribe possesses the internal strengths to accomplish Nation-Building and achieve its economic goals through a coordinated and persistent effort. The following recommendations have been identified by ESI as key issues towards achieving the Tribe's over-arching goals like a diversified economic base, a prepared workforce, and improved levels of educational attainment.

ECONOMIC DEVELOPMENT

The first priority for the Pascua Yaqui Tribe should be to create a Tribal Enterprise Corporation (TEC). This model has been successful for other tribes, and should be emulated. The TEC would provide the opportunity for the Tribe to engage in increased business ventures, employment, and salaries; with fewer political obstacles and reduced liability to the tribal government. The creation of a Tribal Construction Company would be a solid first step. An additional opportunity is the development of a hotel to support the casino.

WORKFORCE

There are several opportunities to improve the Yaqui workforce. Increased educational attainment levels could be achieved by providing programs and services that increase assistance to students. The development of a database would be beneficial in establishing employment location, and the creation of a Tribal Enterprise Corporation could potentially provide several opportunities to gain job experience and eventual employment.

TRANSPORTATION

The Pascua Yaqui Tribe should identify circulation patterns to improve circulation on the reservation in conjunction with the planned improvements on Valencia Road and Camino de Oeste. There also need to be improvements in transportation to and from school for Yaqui students and seniors. These include improved and expanded public transit service options.

REAL ESTATE

The Pascua Yaqui Tribe should develop an aggressive strategy to acquire and develop available state and private land parcels with frontage on Valencia Road. This will be a major corridor for the Southwest Tucson Valley and will present opportunities for the Tribe to leverage land holdings into steady revenue streams through lease and development of commercial space. Concurrently, the Tribe should increase the level of residential units in the interior segments of the Reservation

INCENTIVES AND REGULATIONS

It is recommended that the Pascua Yaqui Tribe increase the capacity of the tribal government by establishing business codes and guidelines, as well as an improved court system, and tax collection agency. Furthermore, the Tribe possesses the ability to create a competitive advantage in attracting business by establishing incentives that target key industries, and should utilize this tool to increase employment on the Reservation.

QUALITY OF LIFE

There are several opportunities for the PYT to improve the Quality of Life of Yaquis. Utilization of a Tribal Construction Company to construct and rehabilitate housing for Yaqui members would improve the living conditions of Yaqui members, as well as provide an economic stimulus and training for Yaqui construction workers. The pursuit of a regional medical center to service the Yaqui and growing Southwest Valley populations would have multiple positive impacts on the Tribe. Increased programs for youths, young parents, and seniors, and embarking on a community beautification and solid waste plan would also have positive impacts on the Tribe.

STRATEGIC PLAN SUMMARY

In order to achieve economic development success, it is imperative that every stakeholder becomes engaged in the process, contributes to the shared vision, and actively pursues improvements to the overall quality of life. The primary recommendations of this plan that need to be addressed are:

- Leverage assets and capitalize on limited existing resources
- Educate and cultivate talent
- Foster tribal entrepreneurship and creativity
- Create a vibrant business climate
- Reinforce the foundations that are essential to maintaining a sustainable economy

The Strategic Plan section was developed through research, interviews, and community dialogue. The following Table 1 outlines the six focus areas and accompanying goals and objectives that were deemed to be of priority to the Pascua Yaqui Tribe in regards to economic development over the next five years.

Table 1 – Pascua Yaqui Tribe Economic Development Plan Summary

Goal	Objectives	Page #
ECONOMIC DEVELOPMENT		
# 36		
Diversify the economic base and enhance revenue streams	<ol style="list-style-type: none"> 1. Create a Tribal Enterprise Corporation that engages in business opportunities to generate revenue for the Tribe, and/or creates job and employment opportunities for members 2. Strengthen existing relationships and develop new collaborations with other governments to help foster awareness, educate officials, and become economic partners 3. Capitalize on commercial opportunities off the Reservation and on trust lands through joint-partnerships and coordination with local governments 4. Develop a hotel with amenities adjacent to the Casino Del Sol as a Casino Hotel 5. Foster Tribal-Member entrepreneurship 6. Create a Credit Union to service the Yaqui Community (Cross referenced with Quality of Life Objective 1) 7. Create a Tribal Construction Company 	
TRIBAL GOVERNANCE		
# 40		
Implement an effective administrative process that supports short and long-term economic development strategies, efforts, and staff	<ol style="list-style-type: none"> 1. Establish a screening process to evaluate potential business opportunities 2. Develop a Tribal wide database detailing demographic indicators of the Pascua Yaqui population 3. Increase the competency and capacity of Tribal Government 4. Improve Yaqui public relations 	
EDUCATION		
# 43		
Improve levels of educational attainment among Tribal Members	<ol style="list-style-type: none"> 1. Facilitate partnerships with schools 2. Increase participation in higher education 3. Develop an educational complex and library for all age groups on the Reservation 	
WORKFORCE DEVELOPMENT		
# 45		
Prepare a 21 st Century Workforce	<ol style="list-style-type: none"> 1. Work to upgrade the skills of youth and adults currently in the workforce 2. Promote vocational training for students not pursuing higher education 3. Expand job retention outcomes 4. Assist in Job Placement 	

Table 1 – Pascua Yaqui Tribe Economic Development Plan Summary (Continued)

Goal	Objectives	Page #
COMMERCIAL CORRIDOR DEVELOPMENT		# 47
Position the Tribe to capitalize on potential Valencia Road Corridor	<ol style="list-style-type: none"> 1. Enhance the image of the corridor and provide more exposure for current and future Tribal Enterprises 2. Continue efforts to acquire and develop identified parcels on Valencia Road to leverage future economic opportunities 3. Capitalize on future growth of Southwest Tucson Valley 4. Streamline the commercial land leasing process and timeframe 	
QUALITY OF LIFE		# 49
Enhance the quality of life in the Pascua Yaqui Communities	<ol style="list-style-type: none"> 1. Improve access to capital and basic financial management and planning skills of members (Cross referenced with Economic Development Objective 7) 2. Improve the Health of the Pascua Yaqui Community 3. Reduce the occurrences of crime in Yaqui Communities 4. Ensure that seniors have the services that are needed 5. Increase programs and activities for Youth, and Parents 6. Implement a Solid Waste Plan and Community Beautification 7. Increase and improve housing on and off the Reservation for community members 8. Update Pascua Pueblo Land Use Plan to reflect current planning principles that are utilized in planning master planned communities 9. Maintain the unique and dynamic Pascua Yaqui culture 	

III. STRATEGIC PLAN

IMPLEMENTATION PLAN

The Pascua Yaqui Strategic Economic Development Plan is the framework for Nation-Building and includes the public and private sector priorities for short and long-term economic development for the Tribe. It identifies specific issues that tribal government, business partners, and its members should focus on to continually experience growth and success in economic development. The stakeholders of the Pascua Yaqui Tribe have determined that the following is an acceptable vision statement for the Tribe:

The Tribe will achieve economic self-sufficiency and financial prosperity through the diversification of their economy, which includes the pursuit of new business opportunities and partnerships. The Tribe empowers its people to achieve individual self-sufficiency by supporting education, workforce development and entrepreneurship.

This vision was developed and accepted by the Economic Development Steering Committee, which consisted of council members, department heads, and staff. The vision statement serves as the foundation for the economic development plan and represents the best possible future for the Tribe.

Strategic Action

Designing a strategic economic development plan requires an understanding of the current situation of the Pascua Yaqui Tribe, and the strengths, weaknesses, opportunities, and threats facing the tribe in regards to attracting, retaining and creating new businesses. Several concerns have been identified from research and interviews, and they need to be addressed before the Pascua Yaqui Tribe can fully achieve self-sufficiency and economic development success. Several of these concerns are not new, but continue to prevent the Tribe from achieving the economic goals that have been established in the past.

Each of the Pascua Yaqui Communities is a key partner in this tribal-wide planning effort. Every individual pueblo includes members of the Pascua Yaqui Tribe and a vital role in the economic development of the Tribe in general. The specific goals and plans for each Community may differ, but the importance of every Community experiencing success in economic development is integral to the overall success of the strategic economic development plan.

In order to achieve economic development success, it is imperative that every stakeholder becomes engaged in the process, contributes to the shared vision, and actively pursues improvements to the overall quality of life. The primary recommendations of this plan that need to be addressed are:

- Leverage assets and capitalize on limited existing resources
- Educate and cultivate talent
- Foster tribal entrepreneurship and creativity
- Create a conducive business climate
- Reinforce the foundations that are essential to maintaining a sustainable economy

FOCUS AREAS

The following six focus areas have been identified as issues important to the economic development of the Pascua Yaqui Tribe:

1. Economic Development
2. Tribal Governance
3. Education
4. Workforce Development
5. Commercial Corridor Development
6. Quality of Life

Plan Elements:

Goal – Goals represent our conception of the preferred state of being. Each focus area has one overarching goal.

Current Situation – The current situation describes how things are on the Pascua Yaqui Reservation and other Yaqui communities today.

Objectives – Objectives are the desired general outcomes. The objectives within each focus area are numbered for simplicity of referencing, but are not prioritized.

Benchmarks – Benchmarks are the measures of success for the objective which will be measured annually as a way to track progress.

Implementation Strategies – These are the actions to be undertaken to achieve the objective. In some cases they are sequential in nature; in others they more closely resemble a check-list.

Lead and Supporting Departments - This represents the primary and secondary departments that are responsible for implementing the strategy.

ECONOMIC DEVELOPMENT

Economic Development is a critical aspect of a community's vitality, which include job development and improving the foundations that support a local economy in an evolving, 21st century global market. The competitiveness of the global market places importance in pursuing economic development in order to maintain the region's economic base and standard of living by capturing a proportional level of necessary economic opportunities. The evolution of the global economy presents threats and opportunities, in the form of increased competition for economic resources and increased prospects for an expanded economy that the Pascua Yaqui Tribe must recognize.

Current Situation

There are several opportunities for the Pascua Yaqui Tribe to improve their economic standing and create a more economically viable community. Examples of these opportunities for improved economic standing include forging partnerships with public and private entities, engaging in commercial opportunities, trading with Yaquis in Mexico, and improvement of programs to assist tribal members in the creation of their own small-businesses. Due to the geographic dispersion of Yaqui members, it is vital that the Yaqui Tribe engage in partnerships with other municipalities to assist in development of Yaqui land holdings and to ensure that the Yaqui members receive equitable services and access to the public discussion. Furthermore, the Yaquis could engage in partnerships with private entities that develop on Yaqui land holdings and provide a steady revenue stream for the Tribe. There are also several commercial opportunities that could prove to be lucrative. A potential hotel, additional retail, Tribal Enterprises, and the import of goods from the Yaquis in Mexico are all viable options in developing a stronger commercial sector on the Reservation and other Yaqui communities. Additionally, it is important for the Tribe to provide entrepreneurial assistance and capital to Yaqui start-up companies due to the absence of financial resources and the inability to obtain loans from financial institutions. This would be extremely helpful in getting private Yaqui enterprises off the ground and in position to succeed.

Economic Development Goal --

Diversify the economic base and enhance revenue streams.

Objective 1: Create a Tribal Enterprise Corporation that engages in business opportunities to generate revenue for the Tribe, and/or creates job and employment opportunities for members

Benchmark: Creation of Tribal Enterprise Corporation

Implementation Steps:

1. Adopt a business model to utilize in Tribal Enterprise Corporation (TEC) development Corporation.

- Draft a document that outlines the standard format of the TEC that identifies the number of Board Members, the criteria for nomination and appointment on the board, terms of service, recall procedures, and source of directives. Additionally, this document must identify the goals that the TEC is to pursue. Last, this document establishes the procedures and responsibilities of the TEC, and the roles of specific members of the TEC, Tribal Council, Department Heads, and neighboring municipalities.
- 2. Implement a public education/marketing campaign to raise the awareness of the Tribal Members regarding economic issues facing the Tribe.
 - Create literature to distribute to, and engage in speaking sessions with, the stakeholders and constituents of the Pascua Yaqui Tribe. These two actions should be the beginning of a concerted effort to build the political will to establish a TEC and provide continuity.
- 3. Consolidate all Tribal Enterprises under the umbrella of the TEC.

Lead Department: Development Services

Supporting Departments: Finance, Attorney General

Objective 2: Strengthen existing relationships and develop new collaborations with other governments to help foster awareness, educate officials, and become economic partners

Benchmark: Informational meetings with other governmental officials

Implementation Steps:

1. Continue to have adequate representation on the existing commissions and/or boards that the Tribe currently serves on, including: Arizona Department of Commerce; Arizona Office of Tourism; Pima Association of Governments; and Pima County.
2. Continue to strengthen representation and communication with the City of Tucson and Pima County regarding the needs and interests of, and impacts on, the Pascua Pueblo.
3. Spend more time gaining familiarity with the planning entities and overall processes used in the Cities of Coolidge, Eloy, Guadalupe, Marana, Tucson, and Phoenix/Ahwatukee to foster stronger collaborations and leverage future opportunities.
4. Foster additional relationships and collaborations with the Community, Economic Development, Housing, Social Services, Neighborhood Services, etc. Departments of the various local, county, and state governments and communities, including Tucson, Marana, Guadalupe, and Pinal, Pima and Maricopa Counties.

Lead Department: Development Services

Objective 3: Capitalize on commercial opportunities off the Reservation and on trust lands through joint-partnerships and coordination with local governments

Benchmark: Joint-Venture developments

Implementation Steps:

1. Continue to explore joint-venture possibilities with the private sector to develop land in the following areas:
 - Valencia Road (discussed in-depth later)
 - Guadalupe
 - 44th Street and 16th Avenue in South Tucson
2. Coordinate with local governments to ensure acceptance of proposed plans.
3. Explore funding opportunities to utilize for community development programs offered by the Bureau of Indian Affairs (BIA), such as the Indian Community Development Block Grant Program (ICDBGP). This could be a source of significant and necessary funding that assists in overall community development.

Lead Department: Development Services

Supporting Department: Housing

Objective 4: Develop a hotel with amenities adjacent to the Casino Del Sol as a Casino Hotel

Benchmark: Completion of hotel and accompanying attractions

Implementation Steps:

1. Evaluate the feasibility study related to the proposed golf course and hotel and determine next steps to ensure that the proposed development is a revenue stream for the Tribe.
2. Acquire state land parcels located to the east and west of the Casino.
3. Establish an Entertainment District that cross-markets the AVA, Casino, and Hotel, while leveraging Eco-Tourism at Tortuga Ranch.

Lead Department: Development Services

Supporting Department: Gaming, Land

Objective 5: Foster Tribal-Member entrepreneurship

Benchmark: Number of business start-ups

Implementation Steps:

1. Inventory existing programs that assist the public with the creation of entrepreneurial endeavors.

2. Promote programs to community members so there are higher levels of awareness of program availability.
3. Leverage tribal financial resources to assist with Yaqui business start-ups.
4. Create a program that matches interests and skill sets of members to business opportunities.
5. Identify short and long-term benchmarks to determine the levels of progress accomplished and to maintain goal achievement.
6. Develop a method for sustaining, monitoring, and assisting individuals who are either engaged or not engaged in programs.
7. Site Development to provide facilities that could house businesses of Yaqui entrepreneurs.
8. Identify artists in the community and assist in entrepreneurial endeavors that will result in increased self-sufficiency.
9. Facilitate cross-border transactions between Yaqui entrepreneurs and parties in Mexico.
10. Facilitate the creation of a Yaqui Artist's Association as a mechanism to promote Yaqui artisans and create guidelines that identify what cultural icons can be replicated in art.

Lead Department: Development Services

Supporting Departments: Workforce Development

Objective 6: Create a Credit Union to service the Yaqui Community (Cross referenced with Quality of Life Objective 1)

Benchmark: The opening of a credit union

Implementation Steps:

1. Conduct a study to determine the feasibility of establishing a credit union.
2. Apply to U.S. Treasury Department, CDFI for start up funding.

Lead Department: Development Services

Supporting Departments: Finance and Operations

Objective 7: Create a Tribal Construction Company

Benchmark: Operational Tribal Construction Company

Implementation Steps:

1. Establish Tribal Enterprise Corporation to operate Tribal Construction Company (TCC).
2. Determine management structure and scope of operations for TCC.

Lead Department: Development Services Department,

Supporting Departments: Tribal Council

TRIBAL GOVERNANCE

Government Operations are dependent on codes, which are an important factor in economic and community development for several reasons. First, they are established criteria that businesses or developments must adhere to. Second, they assist in governmental efficiency. Rather than fully reviewing each proposal with a blank slate of requirements, the requirements are easily discernable for each application for a business license or development permit. Third, they provide a sense of reliability that allows prospective businesses or developers to identify what standards they must adhere to and what they can reasonably expect to occur in future negotiations. This eliminates a major unknown from the planning process, and allows businesses and developers to focus on other, more important, areas of concern. While Government Codes establish guidelines that are instrumental in shaping how a community can grow and what aesthetic qualities must be present, they also establish a formal timeframe and process for action.

Current Situation

The Pascua Yaqui Tribe currently has no codes in place for the review of business applications or land developments. The Master Land Use Plan is a very basic representation of what lands are zoned for specific activities, but it is lacking in details, such as design regulations and total expected build-out. Concurrently, there is no articulated process for business license applications. This has had a destabilizing effect on prospective business relocations and expansions, and has had a negative impact on the local economy of the Pascua Yaqui Reservation.

Also lacking is timely and reliable data on tribal members. Data from the U.S. Census includes only members living on the Reservation and does not take into account off-reservation members. Additionally, this data is gathered once every 10 years, unless the Tribe pays for a bi-decade count. To orderly plan for the provision of services it is imperative that the Tribe initiate its own census. This information would be invaluable for many tribal functions including workforce development and social services. Currently there are a couple of departments that gather their own data, but there is neither sharing of information nor consistency in the numbers. A census that was gathered on a regular basis using a uniform methodology, would improve the efficiency of government operations and the provision of services to its members.

Governance Goal --

Implement an effective administrative process that supports short and long-term economic development strategies, efforts, and staff.

Objective 1: Establish a screening process to evaluate potential business opportunities

Benchmark: Adoption of formal business application criteria

Implementation Steps:

1. Develop criteria to evaluate the merit of each proposed business opportunity on the value, impact, and financial benefit it contributes to the Tribe, that could include:
 - Job Creation – Potential employment opportunities can be judged by the quality, quantity, and variety of skill levels that are present in a proposal.
 - Financial Return – It is key to leverage the greatest financial returns from the investment of limited resources.
 - Risk Threshold – Understand the political will in terms of aggressiveness and risk in financial ventures.
 - Use of Land – The Tribe possesses limited amounts of trust land and must maximize the return on this scarce resource.
2. Review the status of the municipal codes, including:
 - Zoning codes
 - Business codes
 - Design guidelines
3. Create a timeline with key milestones for implementation of the Tribal Codes and regulatory process.

Lead Department: Development Services

Supporting Departments: Land

Objective 2: Develop a tribal-wide database detailing demographic indicators of the Pascua Yaqui population

Benchmark: Completion of tribal-wide database

Implementation Steps:

1. Establish a working committee with representatives from each Tribal Department and develop a list of information/data that is needed on an annual basis.
2. Determine how the tribal membership will be surveyed (mail, telephone, door-to-door, or web based) and draft a survey instrument.
3. Obtain approval from the Tribal Council based on public feedback to ensure public support and participation.

4. Develop a brief one-page education piece that publicizes the importance of having current information on tribal members and begin a marketing blitz that precedes the surveying.

Lead Department: IT, Enrollment

Supporting Departments: Workforce, Development Services, Social Services, Health, and Housing

Objective 3: Increase the competency and capacity of the Tribal Government to further self-determination and economic development

Benchmark: Enhanced services provided to constituents and businesses

Implementation Steps:

1. Implement staggered election cycles to increase the consistency of tribal policy.
2. Improve judicial, legislative, and departmental infrastructure to attract business investment:
 - a. Strengthen Tribal Court for business mediation and settlement of disputes
 - b. Create new departments for Finance and Taxes
 - c. Implement tax codes and regulations

Lead Department: Tribal Council

Objective 4: Improve Yaqui Public Relations

Benchmark: Increased awareness of positive community ventures

Implementation Steps:

1. Identify community partnerships that would result in improved public relations for the Pascua Yaqui Tribe:
 - a. Identify community ventures that would create positive press for the Pascua Yaqui Tribe in Arizona.
 - b. Identify community ventures that would produce a positive financial return for the Pascua Yaqui Tribe.
 - c. Identify community ventures that would result in an improved position for future economic ventures.

Lead Department: Development Services

Supporting Departments: Tribal Council

Education

Historical trends have shown that people traditionally move to where businesses are located to pursue employment. However, this trend has reversed with the emergence of the global market and new means of communication. The new economic model shows that regions possessing an adequate supply of skilled workers attract businesses seeking a qualified labor pool. Therefore, regions providing a high quality of life will attract skilled workers, which will create the ability to lure new businesses.

K-12 education is also an important factor in economic development. A strong education system will influence the students' productivity and future educational opportunities. Furthermore, a strong educational system will produce a competitive workforce in the future, which will attract businesses seeking this talent. Last, the overall capacity and objective ranking/rating of the local education system will be a factor in the willingness of top management and skilled workers to relocate themselves and their families for employment opportunities.

A common hurdle for education systems to overcome is that of identifying a core mission. The two competing theories involve preparing students for the next level of education or preparing students for the workforce. These competing goals are the focus of school boards across the country. However, a common mistake is to view these missions as an "either-or" situation, with one ideal winning out over the other. There will always be some students that directly enter the workforce and some that continue to higher levels of education. The solution to these competing ideals has been to develop targeted programs that address the specific needs of each group while maintaining core programs that are needed by both, such as reading, writing, mathematics, and familiarity with more advanced technologies.

Current Situation

The Pascua Yaqui Tribe faces serious obstacles in achieving higher levels of educational attainment. Currently, the education statistics for the Pascua Yaqui Tribe are very discouraging. Each indicator shows that the Yaquis are behind the City of Tucson, Pima County, and state of Arizona in nearly every variable. These include: high school graduation rates; individuals possessing an undergraduate degree; and individuals possessing a graduate degree or higher. These figures can be reversed due to the high percentage of the Yaqui population that is under the age of 18, but it will require persistent efforts to reverse trends of low educational attainment.

Additionally, the Pascua Yaqui Tribe must identify its core mission or missions. While improving educational attainment, they also must identify programs that will assist those not pursuing higher education in achieving skills necessary to find employment.

Education Goal --

Improve levels of educational attainment among Tribal Members.

Objective 1: Facilitate partnerships with schools

Benchmark: High school graduation rates

Implementation Steps:

1. Establish programs to improve academic readiness and parent involvement.
2. Expand the tutoring center to assist students who are falling behind.
 - In conjunction with the school district(s) and parents: identify students who require extra assistance.
 - Work with the local school district(s) to obtain an understanding of the curriculum that is used.
 - Identify teachers who could be retained to instruct.
2. Establish Technical and Trade programs for students who would like to learn a trade.
 - Determine the curriculum that is needed in the marketplace that would also advance the skill set of the students and enhance their ability to secure employment after graduation.
 - Establish contacts for internship opportunities within the specific fields.
4. Develop after school programs that focus on youth development in the arts.

Lead Department: Education

Objective 2: Increase participation in higher education

Benchmark: Enrollment in higher education programs

Implementation Steps:

1. Provide education services to Yaquis on the Reservation, that include:
 - Library
 - Academic preparedness
 - Tutoring
 - Career mentoring
 - Computer and internet access stations
 - Space for youth and adult programs
 - Day-care/pre-school
2. Offer scholarship programs to Yaqui students engaged in higher education.

Lead Department: Education

Supporting Departments: Tribal Council

Objective 3: Develop an educational complex and library for all age groups on the Reservation

Benchmark: Learning/Educational Facilities available to the Yaqui Community

Implementation Steps:

1. Identify a location within in Pascua Pueblo Master Land Use Plan for an educational complex and library.
2. Establish programs for academic preparedness, mentoring, tutoring, and academic advising.

Lead Department: Education

Supporting Departments: Land, Development Services

Workforce Development

Properly training labor is one of the biggest expenses that businesses face. Therefore, identifying regions with compatible skill sets, matching needs, and low employee turnover has become a determining factor when businesses seek to relocate or expand. Workforce development should work in concert with economic development to remain competitive in the global marketplace by assuring that the labor pool possesses a minimum level of basic skills, identifying and working with new and emerging industrial sectors to develop and train a qualified workforce, and promoting mutual involvement by workers and employers.

Current Situation

The Pascua Yaqui Tribe faces a competitive disadvantage in regards to the qualifications of the workforce. Tribal levels of educational attainment are lower than the average for the State of Arizona. However, a large percentage of the tribal population is under 18 and still in the developmental stages of their education. Therefore, deficiencies in educational attainment can be neutralized and even converted into a strength for the Pascua workforce. Additionally, it has been discovered that there are several other factors that are impediments to achieving a highly qualified workforce. The lack of soft-skills has led to a high rate of recidivism in the termination and rehiring of employees from the Casino workforce. This has had an undermining effect on the casino and management. Also, the lack of quality managers on the Reservation has led to several operations not prospering and maintaining the avenues that provide work experience to the community. Finally, the lack of business and opportunities for work experience lessen the spectrum of

exposure for the future workforce and creates a perception of limited professional options.

**Workforce Development Goal --
Prepare a 21st Century Workforce.**

Objective 1: Work to upgrade the skills of youth and adults currently in the workforce

Benchmark: Job placements

1. Collaborate with other workforce development providers in Pima County to learn what skill sets employers require.
2. Develop the needed training programs or identify an existing training provider; and offer tuition reimbursement to tribal members.

Lead Department: Education,

Supporting Departments: Workforce Development

Objective 2: Promote vocational training for students not pursuing higher education

Benchmark: Number of eligible members enrolled in vocational training programs

Implementation Steps:

1. Develop a database of the vocational training programs that are available locally, statewide, and nationally for tribal members.
2. Develop a program to match members' interest with appropriate vocational programs.
3. Provide tuition reimbursement.
4. Provide financial aid for vocational re-training as fields become obsolete.
5. Acknowledge graduates of vocational programs, high school, and higher education in Yaqui newspaper.
6. Create a contact directory for specific professional fields to assist in mentoring, experience, networking, job shadowing, and building social capital.

Lead Department: Education,

Supporting Departments: Workforce Development, Enrollment

Objective 3: Expand job retention outcomes

Benchmark: Length of employment

Implementation Steps:

1. Create an incentive program for members obtaining their G.E.D.

2. Implement a soft-skills training course that is targeted for better preparing members entering the hospitality/entertainment workforce. The course should be mandatory for all members (perhaps a certain age group) to complete and will cover such topics as: building good communication skills; overview of basic job protocol; how to greet customers; answering the telephone, etc.
3. Continue to improve and strengthen the training courses for management level positions. The lack of a strong management labor base has been an identified weakness for the Tribe. Management training courses, in conjunction with soft-skill programs will greatly enhance the Pascua Yaqui labor pool.

Lead Department: Workforce Development

Supporting Departments: Education

Objective 4: Assist in Job Placement

Benchmark: Number of job placements achieved

Implementation Steps:

1. Host an Annual Job Faire/Education Summit.
2. Utilize career counselor assistance.
3. Ensure that programs are in place to assist job seekers with child-care and transportation.

Lead Department: Workforce Development

Supporting Departments: Education and Social Services

Commercial Corridor Development

Maximizing the revenue potential of arterial frontage is a strategic method that several municipalities engage in. Frontage on major arterials possesses high visibility, which creates an ability for retail ventures to produce revenue streams for controlling entities through a variety of methods. Retail development takes advantage of traffic on major arterials, and is the primary form that is utilized in frontage development. Therefore, it should be a part of an over-arching economic development plan to include the leveraging and maximization of the revenue potential of frontage property on and near arterials with high traffic volume.

Currently, development along the frontage of Valencia Road on Pascua Yaqui Land consists of a gas-station/convenience store and property that is part of Casino del Sol. The Casino del Sol property lacks retail, a primary driver of frontage property revenues. Overall, development along Valencia Road ceases just before entering Pascua Yaqui lands from Interstate 19 in the east. With the current growth rates and patterns of Pima County, it is anticipated that Valencia Road will be a heavily

traveled arterial between the junctions of Highway 86 and Interstate 19. This places the Pascua Yaqui Nation in a prime physical location to leverage the anticipated traffic and overall growth of the Southwest Tucson Valley to its own financial gain.

To fully maximize the potential of the Valencia Road corridor, several items must be addressed including the physical appearance of the area, acquisition of additional parcels to gain control of frontage adjacent to the Reservation, and a streamlined land lease process. By leveraging the future growth of the Southwest Valley of Tucson the PYT will position itself to increase tribal revenues.

Maximize Commercial Corridor Goal --

Position the Tribe to capitalize on potential Valencia Road Commercial Corridor.

Objective 1: Enhance the image of the corridor and provide more exposure for current and future Tribal Enterprises

Benchmark: Beautification of Valencia Road and Camino de Oeste

Implementation Steps:

1. Review the Valencia Road and Camino de Oeste streetscape improvement plans to identify what types of improvements are planned, the timeline, and any impacts to the Tribal Enterprises.
2. Develop a plan for gateway improvements and new signage for both entrance and casinos.

Lead Department: Land

Supporting Departments: Development Services and Gaming

Objective 2: Continue efforts to acquire and develop identified parcels on Valencia Road to leverage future economic opportunities

Benchmark: Acres acquired

Implementation Steps:

1. Develop short-term and long-term plans for land acquisition that details barriers, opportunities, timelines, cost for purchase and development, possible uses, and revenue potential.
2. Proceed with the development of appropriate sites.

Lead Department: Development Services

Supporting Departments: Land

Objective 3: Capitalize on future growth of Southwest Tucson Valley

Benchmark: Medical/Life Science concentration

Implementation Steps:

1. Attract a regional medical center that includes a hospital, medical offices, and other support services that include laboratory space and radiology facilities.
2. Collaborate with a private hospital on the development of the health care sector on the Reservation.
3. Identify potential retail and service opportunities to integrate with medical center.
4. Target research projects in diabetes, pediatrics, and other medical fields as appropriate.

Lead Department: Development Services

Supporting Departments: Health and Land

Objective 4: Streamline the commercial land leasing process and timeframe

Benchmark: Reduce the amount of time that it takes for BIA approval of a long term land lease

Implementation Steps:

1. Provide the BIA with a business plan that identifies the economic development goals that the Tribe would like to achieve through the development of the Valencia Road commercial corridor.
2. Develop and agree on guidelines with the BIA that will provide the Tribe flexibility during land lease negotiations, which ultimately will reduce the length of time for BIA approval of a long-term land lease.

Quality of Life

Quality of life takes a comprehensive view of several characteristics in a community and includes attributes such as feeling free from violence and crime, having good health, achieving financial security, having abundant recreation opportunities, and the elimination of blight. Youth who are actively engaged in after school activities are less likely to commit crimes or do drugs. When youth are involved with the arts it has been shown to build their confidence and boost the likelihood of them attending college.¹⁷ Working parents who have the support of care providers such as community centers, parks, libraries and recreation programs are more likely to stay employed. All of these things contribute to a person's quality of life.

¹⁷ Findings from research conducted by Stanford University and the Carnegie Foundation.

Current Situation

Providing access to health care on the Reservation has been a chronic problem for the Pascua Yaqui Tribe. Among the PYT efforts, this issue is being addressed with the construction of a Wellness Center on the Pascua Reservation. The Wellness Center will offer programs that encourage a healthy lifestyle to avoid heart disease and obesity that are connected to diabetes, which is prevalent among the Native American population.

Limited financial planning skills have suppressed the ability of Yaqui members to achieve even a small degree of financial independence, or fuel a prospering local economy. Providing and expanding the financial planning skills of the Pascua Yaqui community will yield significant gains in the form of a more self-reliant community, and lessen the burden on the tribal government for assistance.

As noted earlier, the majority of tribal members live off of the reservation. Given the geographic dispersion of tribal members it is difficult for some members to access tribal services, such as health care and social services. This underscores the importance of ensuring that adequate outreach programs are in place, so that off-reservation members don't fall behind.

Public safety is among the most important aspects of a community's quality of life. Crime has not become as large of a problem on the Reservation as it has in other parts of Pima County, but maintaining a low crime rate is important to not only the quality of life, but the economic success of a community. It has been proven time and time again throughout the country that youths involved in constructive activities are less likely to engage in juvenile crime and more likely to develop the skills necessary to prosper in life.

The visual appearance of the Pascua Pueblo is a deterrent to the quality of life as well as the attraction of investment. Eliminating trash and requiring the upkeep of homes can will go a long way to improving the appearance of the Reservation and instill pride in tribal members.

Quality of Life Goal --

Enhance the quality of life in the Pascua Yaqui Communities.

Objective 1: Improve access to capital and basic financial management and planning skills of members (Cross referenced with Economic Development Objective 7)

Benchmark: Participation in financial skills workshops

Benchmark: Establish a Yaqui credit union

Implementation Steps:

1. Begin teaching financial planning skills in grade school by implementing a weekly savings account program.
2. Develop a financial planning and management program for middle school age and high school age students.

3. Continue to work closely with the Yaqui Community regarding how to manage money, fulfill mortgage payments, taxes, etc.
4. Establish financial preparation programs that assist Pascua Yaqui Tribal members in generating wealth.
5. Establish a Yaqui credit union to provide financial products and services to tribal members.
 - Conduct a feasibility analysis and create a business plan
 - Apply to U.S. Treasury Department, CDFI for initial funding

Lead Department: Development Services

Supporting Departments: Education, Finance, and Social Services

Objective 2: Improve the Health of the Pascua Yaqui Community

Benchmark: Reduction in diabetes and alcoholism rates

Implementation Steps:

1. Engage in Alcoholism and Diabetes prevention and treatment programs.
2. Increase levels of service available to Yaquis both on and off the Reservation.
3. Create an outreach program and monitor the success.

Lead Department: Health Department

Objective 3: Reduce the occurrences of crime in Yaqui Communities

Benchmark: Crime rates in Yaqui Communities

Implementation Steps:

1. Provide after-school programs for youths in the community, such as an after school arts program.
2. Develop a community awareness program to engage tribal members in identifying and reporting crime.

Lead Department: Public Safety

Supporting Departments: Education, Social Services, and Workforce Development

Objective 4: Ensure that seniors have the services that are needed

Benchmark: Participants in senior programs

Implementation Steps:

1. Determine if additional senior centers are needed.
2. Provide seniors with a published list of support services and activities that they can take advantage of.

3. Provide transportation for seniors who need assistance with getting to and from doctor appointments, etc.

Lead Department: Facilities Maintenance

Supporting Departments: Social Services Department

Objective 5: Increase programs and activities for youth and parents

Benchmark: Participants in Programs

Implementation Steps:

1. Implement the five-year development program for youth at Tortuga Ranch.
2. Identify other youth programs to implement that could include community service activities, teen leadership development, athletic events, etc.
3. Develop a youth recreation center and employ counselors who can develop youth programs.
4. Implement a parenting program for young couples with children.

Lead Department: Social Services

Supporting Departments: Health and Development Services

Objective 6: Implement a Solid Waste Plan and Facilitate Community Beautification

Benchmark: Implementation of a solid waste program and improved aesthetics of the Pascua Pueblo

Implementation Steps:

1. Develop plan to provide solid waste removal.
2. Propose plan to Council, outlining level of service, necessary equipment, operating expenses, and revenue sources.

Lead Department: Facilities Management

Supporting Departments: Development Services and Land

Objective 7: Increase and improve housing on and off the Reservation for community members

Benchmark: Increased home-ownership and improved condition of housing stock

Implementation Steps:

1. Construct new housing and refurbish existing housing on the Pascua Pueblo and other locations for members; and identify potential tenants.
 - a. Inventory existing housing stock, assess current condition levels, outline priorities for improvements, develop a list of highest needs, and establish timelines for milestones.

- b. Develop a list of qualified tribal members that need housing and are interested in home-ownership. Follow up with technical assistance throughout the home purchase process.
 - c. Utilize the Tribal Construction Company to construct and rehab additional housing.
 - d. Provide affordable housing, higher density housing, and senior housing.
 - i. Form public-private partnerships to assist in identification of housing opportunities for Yaquis off of the Reservation.
 - ii. Utilize existing programs and funding sources for community development:
 - Indian Housing Block Grant offered by HUD
 - Non-Profit Organizations like Chicanos Por La Causas
 - Section 184 funding to assist with housing development
 - Tribal Housing Activities Loan Guarantee Program (Title VI)
 - Tax credits for infrastructure, rent subsidies, and down-payment assistance
2. Identify and resolve barriers to new home constructions.
- a. Evaluate causal factors for higher construction costs on the Reservation.
 - b. Develop strategy to achieve lower construction costs for additional housing

Lead Departments: Housing

Supporting Departments: Development Services and Land Department

Objective 8: Update Pascua Pueblo Land Use Plan to reflect current planning principles that are utilized in planning master planned communities

Benchmark: Creation of an overall Master Plan

Implementation Steps:

1. Review community master plans of other large scale developments to identify desirable characteristics that PYT could emulate such as open space, traffic circulation, community services, housing density, design guidelines, etc.
2. Include within the plan the location of recreational, educational and commercial development.
3. Continue to work with Pima County Planning Department on the Camino de Oeste Corridor expansion project to provide tribal input and vision.

4. Develop a “mini” specific plan for the Camino de Oeste Corridor development that:
 - a. Determines population growth and impact
 - b. Identifies parcels to allocate for commercial uses
 - c. Identifies potential commercial uses to support growing population
 - d. Develops streetscape and visual improvements for the corridor
5. Determine density levels necessary given the limited amount of land and current allocation of four (4) homes per acre.
6. Issue a Request for Proposals from land planning firms to assist in developing a sustainable land use plan model for tribal land.
7. Tailor design guidelines to maintain Pascua Yaqui sense of place.

Lead Department: Land Department

Supporting Departments: Housing and Development Services

Objective 9: Maintain the unique and dynamic Pascua Yaqui culture

Benchmark: Continuation of cultural ceremonies and beliefs

Implementation Steps:

1. Continue to engage in cultural activities.
2. Provide access to traditional Yaqui stories and beliefs in a Yaqui culture section of new educational/learning center facility.

Lead Department: Tribal Council

Supporting Departments: Education

APPENDIX A – INTERVIEW SUMMARIES

PASCUA YAQUI INTERVIEW SESSIONS REPORT

The following summary of information was recorded during the course of extensive interviews with members of the Pascua Yaqui Strategic Economic Development Steering Committee. The interviews were conducted on an individual basis with no prior notification of the topics to be covered, nor previous responses given by other interviewees. The interview sessions lasted approximately forty minutes to one and one-half hours. The focus of the interview sessions was to gauge the degree of consensus amongst the departments regarding the current condition of the tribe and the vision for its future.

Interviews	
Departments Represented in Interview Sessions	<ul style="list-style-type: none">▪ Attorney General▪ Casino▪ Chairwoman▪ Development▪ Education▪ Facilities Management▪ Finance▪ Health▪ Housing▪ Land▪ Social Services▪ Tribal Council (4)▪ Workforce

What is the Tribe’s economic vision and how does it currently match up to its existing conditions?

Interview Responses by Topic	
Topic	Key Issues Identified
What is the Pascua Yaqui Tribe’s economic Vision?	<ul style="list-style-type: none"> ▪ Diversity in: <ul style="list-style-type: none"> • Revenue Streams • Employment • Industry
How do current conditions match up to existing conditions?	<ul style="list-style-type: none"> ▪ Conditions do not match goals ▪ Progress being made

The responses to this question were similar in themes, but varied on specifics. Generally, the interviewees responded that the economic vision entailed diversity in revenue streams, employment, and industries outside of gaming. This economic vision was part of the larger theme of sovereignty and self-sufficiency. Additionally, it was stated that the economic vision of the Pascua Yaqui Tribe did not match existing conditions. However, within those comments, it was often repeated that the Pascua Yaqui Tribe was on the right track, just moving slowly.

What do you see as the key opportunities for the Tribe over the next 5 years?

Interview Responses by Topic	
Topic	Key Issues Identified
What are the key opportunities over the next five years?	<ul style="list-style-type: none"> ▪ Frontage along Valencia Road ▪ Resort/Golf Course ▪ Commercial development to service expected population increases ▪ Land Acquisition ▪ Business partnerships ▪ Creation of Pascua Yaqui construction company ▪ Creation of Pascua Yaqui enterprise corporation ▪ Acquisition of parcel at Valenica and Camino de Oeste

The most common response as to what the key opportunities for the Pascua Yaqui Tribe by the interviewees was a resort/golf course in support of the Casino del Sol and Casino of the Sun. Additionally, leveraging the growth of the Tucson Metro

Area, land acquisition, health, and business partnerships with other governments and private enterprises were common themes for opportunities over the next five years. After the resort and golf course, leveraging the Valencia Road frontage possessed by the tribe was the most common response. This opportunity seems to be universally viewed as the impetus for the diversification of revenue, employment, and industries commonly mentioned as the tribal economic vision outside of gaming.

What do you see as the key constraints?

Interview Responses by Topic	
Topic	Key Issues Identified
What are the constraints to achieving the economic vision?	<ul style="list-style-type: none"> ▪ Lack of business/development process ▪ Tribal Council Turnover ▪ Lack of Tribal Council Consistency ▪ Focus on day-to-day management rather than long-term planning ▪ Tribal Council management of business enterprises ▪ Lack of educational attainment ▪ Lack of employment opportunities on Reservation

The most common response to the question of key constraints revolves around the lack of a business/development process. It was stated that the lack of process has led to several business false-starts and the acquirement of a negative perception regarding economic development. After that, tribal/director turnover, lack of education, lack of long-range planning, and lack of employment opportunities are viewed as secondary constraints. A common response was that the tribal turnover led to policies that didn't live past the council that implemented them. Furthermore, it was frequently stated that the Tribal Council involvement in day-to-day management of the Pascua Yaqui business enterprises prevented long-term planning, as well as limited the ability to successfully manage the businesses by placing them in control of an elected, political body.

The lack of educational attainment and employment opportunities on the Reservation were stated nearly as often as the issues regarding the tribal council turnover. Education and employment are two variables that several interviewees listed as items of extreme importance to the future economic health of the Pascua Yaqui Tribe.

What tribal resources or programs are necessary to achieve these opportunities?

Interview Responses by Topic	
Topic	Key Issues Identified
What tribal resources or programs are necessary to achieve these opportunities?	<ul style="list-style-type: none"> ▪ Government programs that support business and employment <ul style="list-style-type: none"> • Financial education • Business development ▪ Educational programs <ul style="list-style-type: none"> • Youth mentoring programs • Vocational/technical programs ▪ Acquisition of additional fee land

The primary ideas regarding resources and programs that would assist in achieving the Pascua Yaqui Tribal goals revolved around government programs that aid its members in business and employment. Within this field, respondents mentioned financial education, business development and support, and the creation of an enterprise corporation.

Youth and Vocational Education programs were also mentioned throughout the interviews as programs that would be extremely beneficial to the community. Specific youth programs that were mentioned included mentorship programs and orientation programs for university students. The most frequently mentioned vocational education programs included the electrical and construction fields.

Lastly, several members stated that land was a resource that they lacked, but had been pursuing external opportunities to increase the level of fee land. Improvements in the amount of landholdings possessed by the Pascua Yaqui Tribe would increase the amount of opportunities for revenue streams from commercial and residential development.

What are your economic targets today? What should they be tomorrow?

Interview Responses by Topic	
Topic	Key Issues Identified
What are your economic targets today?	<ul style="list-style-type: none"> ▪ Increase/expansion of gaming ▪ Resort and golf course in support of casino
What should they be tomorrow?	<ul style="list-style-type: none"> ▪ Diversity in: <ul style="list-style-type: none"> • Commercial • Service • Retail ▪ Creation of Construction Company

The responses to this question were very limited, primarily revolving around the gaming industry as the present economic target, and a wide array of business sectors mentioned as what should be on the radar for future economic development for the Pascua Yaqui Tribe. Several respondents stated that the Casino of the Sun and the Casino del Sol were the “golden goose” for the tribe and received the majority of the current focus. Furthermore, it was stated that the development of a resort/golf course near the two gaming enterprises was one of the current targets for the Pascua Yaqui Tribe.

The most prevalent response to future targets entailed a diversification of employment sectors. Specifically, several interviewees stated that achieving a more diverse base of commercial, service, and retail opportunities on the Reservation should be the primary focus of the future Pascua Yaqui economic vision. Additionally, the creation of a construction company was mentioned nearly as much for future economic development on the Reservation.

Secondary responses ranged from recruiting hi-tech companies to developing a grocery store and movie theater. Also, the development of a resort and golf course to accompany the casino was frequently mentioned as a current target.

What is the economic potential of widening Valencia Road and the alignment of the Sandario Parkway?

Interview Responses by Topic	
Topic	Key Issues Identified
What is the economic potential of widening Valencia Road and the alignment of the Sandario Parkway?	<ul style="list-style-type: none"> ▪ Expansion of retail along Valencia Road ▪ Increased visitation of casinos ▪ Increased value of Tortuga Ranch

There was a high degree of unanimity in the responses regarding the economic potential presented by the imminent widening of Valencia Road. The primary response revolved around expanding the level of retail opportunities along Valencia frontage parcels and near the Casino del Sol. Among the respondents, it was believed that considerable population increases could be expected just east of the Pascua Yaqui Reservation, and to the west, placing the Pascua Pueblo right in the middle of the Tucson Metro Region’s primary point of expansion.

Other responses identified the future alignment of the Sandario Parkway as increasing the potential for Tortuga Ranch property development, but in the distant future. This property was viewed as possessing the potential to become the most lucrative tribal asset.

Are there any regional issues that currently have or will have an impact on the Tribe? What are the potential solutions?

Interview Responses by Topic	
Topic	Key Issues Identified
Are There Any Regional Issues That Currently Have or Will Have an Impact on the Tribe?	<ul style="list-style-type: none"> ▪ Water ▪ Political climate at state and federal level ▪ Physical separation of Pascua Communities ▪ Pima County transportation plan ▪ Growth of Tucson Metro Region ▪ Education in Arizona
What Are the Potential Solutions?	<ul style="list-style-type: none"> ▪ Education about what programs/services gaming revenues fund ▪ Provide public transit between Pascua Pueblo and satellite Pascua communities

There were several regional issues mentioned from the interviewees. The most common regional issue mentioned was water, which has been among the top priorities of several municipalities in the Sonoran desert. Water availability profoundly impacts the ability of this region to grow in population. Second, the political climate of the state and national governments is an important issue to the Pascua Yaqui Tribe because these political bodies possess a controlling influence in the gaming industry through establishing regulations. If negative political will towards the Tribe's occur, it could result in the loss of revenues the tribal governments receive from gaming. This would severely hamper the Tribe's ability to provide services to its members.

Tertiary items mentioned during the interviews include: the separation of the Communities; Pima County transportation; overall regional growth of the Tucson Metro Region and unincorporated Pima County; and education statewide. The separation of the Pascua Communities has impeded the delivery of services, such as health care or mentoring programs, to all Pascua members. Transportation in Pima County has been under-funded for a substantial period of time. However, a proposed Regional Transportation Authority and accompanying revenue generator is on the May ballot, and presents an opportunity to improve the road network throughout the county. This would be extremely beneficial to the Pascua Yaqui Tribe. Education funding in Arizona has chronically lagged behind the rest of the country, which has had an effect on the Pascua Yaqui Tribe.

What Tribe's would you like to emulate and why?

Interview Responses by Topic	
Topic	Key Issues Identified
What Tribe's Would You Like to Emulate and Why?	<ul style="list-style-type: none"> ▪ Gila River Tribe <ul style="list-style-type: none"> • Achieved diversity in revenue streams by entering into business partnerships and creating development corporations • Separation of Council from business operations • Positively addressed health concerns of Reservation community ▪ Ho Chunk Tribe of Minnesota <ul style="list-style-type: none"> • Successful partnerships with private businesses ▪ Fort McDowell Reservation <ul style="list-style-type: none"> • Successful partnerships with private businesses ▪ Chektal Tribe of Mississippi <ul style="list-style-type: none"> • Successful partnership with Microsoft • 98% employment • Created a land port

The two most prevalent responses to this question were the Gila River Tribe and the Salt River Tribe, both in Maricopa County. There were several reasons given as to why the Pascua Yaqui Tribe would like to emulate these two examples. The Gila and Salt River Tribes have achieved diversity in revenue streams by entering into business partnerships and by creating their own development corporations. The business partnerships and development corporations have created employment opportunities for members of the respective tribes, which has increased the degree of self-sufficiency each enjoys. Each tribe enjoys a separation of tribal council politics and business ventures. The Gila River Tribe has established a Health Authority that receives funding from several sources, while the Salt River Tribe has created a complete, sustainable community on their tribal lands. The Pascua Yaqui Tribe has a high degree of Diabetes and has placed a priority on health care for their members, while they also wish to create a more complete, sustainable community of their own.

Additionally, the Pascua Yaqui Tribe would like to emulate the following tribes for an assortment of reasons. First, the Ho Chunk Tribe of Minnesota maintains several similarities to the Pascua Yaquis, and have entered into successful partnerships with private businesses. Second, the Fort McDowell Community in Maricopa County has entered into successful business partnerships, as well. Last, the Chektal Tribe of Mississippi, because of their successful economic development that has resulted in 98% employment for members. This was accomplished by partnering with Microsoft to build a regional manufacturing plant that is the base of employment for the region, and by creating a land port to leverage the opportunities associated with tribal sovereignty.

APPENDIX B – TOWN HALLS

PASCUA YAQUI TOWN HALLS REPORT

The following summary of information was recorded during the facilitation of two Town Hall meetings with community members of the Pascua Yaqui Tribe. The Town Halls were conducted on two nights on the Pascua Pueblo and in Guadalupe, and with no prior notification of the topics to be covered. The Town Halls lasted approximately two to three hours. The focus of the Town Halls was to present a brief overview of the current conditions facing the Pascua Yaqui Tribe followed by the Strategic Economic Development Plan’s vision, focus areas, goals, and objectives to the public. Additionally, this meeting provided an opportunity to gauge the degree of concurrence with the plan from the members of the community that attended, and to solicit any suggestions of items that should be included in the plan. The Focus Areas covered were: Economic Development; Government Operations; Education; Workforce Development; Commercial Corridor Development; Housing; and Quality of Life.

Pascua Pueblo Town Hall	
Group Comments	<ul style="list-style-type: none"> ▪ Economic Development and Workforce Development Departments should be merged ▪ Provide vocational training on the Reservation ▪ Day-Care and Pre-School should be available on Reservation ▪ Provide assisted living opportunities for seniors ▪ Code enforcement is necessary ▪ Parental accountability for misbehavior of children ▪ Construct a “Tent City” to be used as local Public Safety facilities ▪ Social services intervention for parents not maintaining proper behavior from children

The first Town hall was held on the Pascua Yaqui Reservation and received moderate attendance and comments. The following table provides a description of the comments received from the public at various points in the meeting. The comments received concerned the focus areas of workforce/economic development and quality of life.

The members of the public that were present suggested a merging of the economic development and workforce development departments. This was suggested to improve coordination between the two departments and their efficiency. It was also suggested that the Tribe provide increased vocational education opportunities on the reservation. This was suggested to remove potential obstacles that might be present due to transportation.

Yaqui members also voiced concerns that were no consequences for the parents of children who misbehave. Three ideas that were suggested were to implement some form of accountability for children's misbehavior, social services intervention when misbehavior becomes persistent, and the construction of a "tent city" public safety facility on the Reservation. Also, it was suggested that stronger code enforcement take place in regards to members taking advantage of services but not adhering to the requirements of certain programs.

The public also suggested that pre-school and day-care opportunities on the Reservation be expanded for a host of reasons. Last, it was suggested that assisted living opportunities for seniors be integrated into housing plans as a way to preserve the cultural value of caring for the elders.

Guadalupe Town Hall	
Group Comments	<ul style="list-style-type: none"> ▪ Vision should include retaining and preserving Yaqui culture ▪ Public acknowledgement of graduates from vocational education programs ▪ Guidelines need to be developed that regulate the type of businesses allowed on Reservation and Yaqui communities ▪ Establish a directory/contact list of Yaquis within specific fields for assistance and mentorship ▪ Under-employment is an issue in Guadalupe ▪ Workforce Development should allow for cross-training of skills ▪ Improve public relations and promotions of Yaqui entrepreneurs and businesses ▪ Need education facilities, like library, closer to Yaqui homes ▪ Tribe needs to provide financial aid promptly ▪ Provide training and parenting skills classes for young couples

The second town hall meeting was held in Guadalupe, located in the Phoenix Metro Area. This meeting experienced attendance and more suggestions than the initial Town Hall in Pascua Pueblo.

The most discussed topic was the focus of artists and how to support their entrepreneurial endeavors. Suggestions included the formation of an artist's association, as well as other field specific associations, that could provide career support and mentorship, as well as provide a venue for representation. Related to the discussion concerning artists, the public suggested that the Yaqui Council/Government provide more improve public relations and promotions of Yaqui entrepreneurs and businesses.

The public also suggested that regulations describing the types of businesses allowed on Pascua Yaqui lands, and that the Tribe should recognize the academic and professional successes of its members in the Yaqui Newspaper. An option to be re-trained or cross-trained in multiple fields through vocational education was also mentioned as something that would be of benefit to the community.

There were also three suggestions relating to the Quality of Life and education focus areas. First, the construction of additional library and other learning facilities in closer proximity to the Yaqui population was suggested as a means to improving education on the reservation. Second, the availability of parenting programs for younger parents in the community was suggested as a way to improving the quality of life in Yaqui communities. Third, it was mentioned that tribal financial aid is usually late to arrive, creating a sense of anxiety that prevents students from getting off to a good start in school. Several members concurred that it was a distraction and that academic progress could be improved if this dynamic was removed from the financial aid process.

APPENDIX C – IMPLEMENTATION AND RESPONSIBLE PARTY

STRATEGY PLAN RESPONSIBLE PARTY

Below is summary of the strategic plan and the responsible party for implementation for each objective. The responsible party represents the Tribal Department who should take the lead in implementing the objective. Below is a list of abbreviations for each department.

Department Abbreviations	
Attorney General	AG
Development Services	DS
Education	EDU
Enrollment	ENRL
Facilities Management	FAC
Finance	FIN
Gaming	GAM
Health	HLTH
Housing	HOUS
Information Technology	IT
Land	LND
Operations	OPS
Public Safety	PS
Recreation	REC
Social Services	SS
Tribal Council	TC
Workforce Development	WD

Economic Development			
Objective		Lead	Supporting
1	Create a Tribal Enterprise Corporation that engages in business opportunities to generate revenue for the Tribe, and/or creates job and employment opportunities for members	DS	FIN, OPS
2	Strengthen existing relationships and develop new collaborations with other governments to help foster awareness, educate officials, and become economic partners	DS	
3	Capitalize on commercial opportunities off the Reservation and on trust lands through joint-partnerships and coordination with local governments	DS	HOUS
4	Develop a hotel with amenities adjacent to the Casino Del Sol as a Casino Hotel	DS	
5	Foster Tribal-Member entrepreneurship	DS	WD
6	Create a Credit Union to service the Yaqui Community. (Cross referenced with Quality of Life Objective 1)	DS	FIN, OPS
7	Create a Tribal Construction Company	DS	TC
Tribal Governance			
Objective		Lead	Supporting
1	Establish screening process to evaluate potential business opportunities	DS	LND
2	Develop a Tribal-wide data-base detailing demographic indicators of the Pascua Yaqui population	IT, ENRL	DS, SS, HLTH, HOUS
3	Increase the competency and capacity of Tribal Government	TC	AG
4	Improve Yaqui Public Relations	DS	TC
Education			
Objective		Lead	Supporting
1	Facilitate partnerships with schools	EDU	
2	Increase participation in higher education	EDU	TC
3	Develop and educational complex and library for all age groups on the Reservation	EDU	LND, DS

Workforce Development			
Objective		Lead	Supporting
1	Work to upgrade the skills of youth and adults currently in the workforce	WD	EDU
2	Promote vocational training for students not pursuing higher education	WD, EDU	
3	Expand job retention outcomes	WD	EDU
4	Assist in Job Placement	WD	EDU, SS
Commercial Corridor Development			
Objective		Lead	Supporting
1	Enhance the image of the corridor and provide more exposure for current and future Tribal Enterprises	LND	DS, GAM
2	Continue efforts to acquire and develop identified parcels on Valencia Road to leverage future economic opportunities	DS	LND
3	Capitalize on future growth of Southwest Tucson Valley	DS	HLTH, LND
Quality of Life			
Objective		Lead	Supporting
1	Improve access to capital and basic financial management and planning skills of members. (Cross referenced with Economic Development Objective 7)	DS	FIN, SS, EDU
2	Improve the Health of the Pascua Yaqui Community	HLTH	
3	Reduce the occurrences of crime in Yaqui Communities	PS	EDU, RED, WD
4	Ensure that seniors have the services that are needed	FAC	SS
5	Increase programs and activities for Youth and Parents	SS	DS, REC, WD
6	Implement a Solid Waste Plan and Community Beautification	FAC	DS, LND
7	Increase and improve housing on and off the Reservation for community members	HOUS	DS, LND
8	Update Pascua Pueblo Land Use Plan to reflect current planning principles that are utilized in planning master planned communities	LND	HOUS, DS
9	Maintain the unique and dynamic Pascua Yaqui culture	TC	