



Protecting Land and Water

REPORT OF THE

28TH ANNUAL ARIZONA INDIAN TOWN HALL

PRESENTED BY FIRST NATIONS DEVELOPMENT INSTITUTE

HOSTED BY

THE ARIZONA COMMISSION OF INDIAN AFFAIRS

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Report of the 28th Annual Arizona Indian Town Hall
presented by First Nations Development Institute
hosted by
The Arizona Commission of Indian Affairs

Executive Summary

The Arizona Commission of Indian Affairs is proud to offer the Final Report of the 28th Annual Arizona Indian Town Hall presented by First Nations Development Institute (FNDI). The purpose of this document is to report the findings of the 28th Annual Arizona Indian Town Hall (AITH) hosted by the Arizona Commission of Indian Affairs (ACIA). This year's Town Hall title sponsor was the First Nations Development Institute (FNDI) and the ACIA could not have hosted this event without their support. Further, the partnership formed between ACIA and FNDI serves to highlight the mission of ACIA—to build partnerships to enhance intergovernmental relations, social and economic prosperity for the 22 Indian Tribes and Nations of Arizona.

This annual event hosted by the ACIA was held on July 14-16th 2008, at the Carefree Resort in Carefree, AZ. The report of the AITH reflects the hard work of many participants, including elected and appointed public and tribal officials, policy advisors, community and business leaders, health and education leaders, gathered from throughout Arizona to discuss an especially important topic: *Protecting Arizona's Natural Resources: Land and Water*. The conversations were engaging, discussion was healthy, and in the end all participants contributed to this living document with their specific recommendations.

Conceptually, the idea of the town hall is easily traced back to what many call 'talking circles' in historic Native cultures. Indian nations and tribes often settled issues by discussion among their villages, clans, and elders until consensus was reached. Community values such as harmony, consensus and respect were and *are still* valued. Historically, many tribal leaders ruled by consent of the people and were held accountable. They consulted the people and could not make decisions without first discussing matters with tribal citizens; the will of the people was paramount.

Native traditions of discussion and consensus-building are the foundation upon which the AITH builds. Today, the AITH is more formal than the 'talking circle,' but still holds community values as primary. Structurally, the AITH borrows many of the methods of the Arizona Town Hall incorporating processes such as group panel discussions and a plenary session, whereby dialogue among all participants enables the development of a consensus and a final report of recommendations.

The AITH Report is designed to be a snapshot of participants' perceptions and understanding of the issue under discussion, to provide recommendations for policy changes, and to address concerns that surfaced during the discussions. The AITH Report should also be deemed as a "report card" of state government in developing policies to ensure that both tribal and non-tribal governments learn about these programs and providing training to develop and implement these programs in their own communities.

This year's theme of the *Protecting Arizona's Natural Resources: Land and Water* was well received by Arizona's Indian country. The focus of the discussion during the AITH was to identify proactive steps communities can take to prepare for impending growth and how to protect tribal land and water.

This document includes a summary of the findings, which identified common themes directed at tribal communities that can help provide communities the tools to sustain and grow their respective communities in the face of projected population growth and demand for natural resources. Those themes are:

- Strength of our youth
- Creating partnerships
- Information management
- Community responsibility and opportunities to engage

One thing is clear, the recommendations that came out of these discussions, are recommendations that call upon tribal communities to take ultimate responsibility for the protection of their land and water. Few recommendations were for the state. It is our sincere hope that this document contains practical and usable information for the State of Arizona, Tribes and Tribal leaders.

Background and Methodology

Topic Selection

The ACIA carefully considered a number of factors in determining the topic for the Town Hall. Specifically, the Commission took into consideration the Governor's State of the State address, the Arizona State Legislature's priorities, Indian Nations and Tribal Legislative Days discussions, statewide issues and concerns, and Tribal specific issues and concerns. During the topic development process, these issues and others affecting Indian communities in Arizona were reviewed and with the help of other public institutions and tribal entities, the ACIA settled on the topic.

Once the topic was determined, ACIA commissioned a Content Planning Committee that met monthly for 6 months prior to town hall, planning the exploration of the topic, researching background material and creating discussion questions. Comprised of state agency representatives, university representatives, tribal leaders and community members, as well as representatives from planning agencies and water companies, these experts helped determine the specific background materials for participants, as well as oversaw the development of the discussion questions used at town hall.

This year ACIA modified the town hall structure from years prior with the addition of a well attended pre-session the day before town hall focused on the topic of *Protecting, Promoting and Profiting from Native Creative Works* and presented by the Indian Arts and Crafts Board. Organized by the IACB, various experts spoke on a variety of topics in two very full sessions that lasted all afternoon.

Process

The AITH process is structured around daily keynote speakers and small working group discussions. After the general sessions, participants break into one of four working groups facilitated by an expert/educator and recorded. Each group has the same the same four discussion questions. The facilitator guides the discussions and keeps the participants focused, while the recorder creates a written record of the data generated during the discussions.

Scheduled Events

The first full day of the Arizona Indian Town Hall started out with lunch and a keynote address by San Carlos Apache Chairman Wendsler Nosie Sr., who gave a rousing speech about the Mt. Graham issue, among other things. Following this, participants broke out into sessions to begin their discussions on this year's issue of Protecting Land and Water.

The second day of events included breakfast and continued discussion sessions. Lunch gathered everyone back together for a very enlightening keynote by Debby Tewa the Renewable & Tribal Energy Coordinator, from the Energy Office at the Arizona Department of Commerce. She talked about renewable energy sources such as solar power and how the concept of renewable energy meshed well with tribal values.

The third and final day of Arizona's Indian Town Hall was a very full day. After breakfast attendees participated in the final discussion sessions and each group was joined by former Senator Ben Nighthorse Campbell who participated in the various discussions, which ended at lunch.

The keynote address at lunch was given by Royce Jenkins, the Director of the Office of Community Planning and Economic Development for the Hopi Tribe, who spoke on the importance of land and water from his professional perspective and the importance of using the town hall process and the town hall report to create positive change in Indian Country.

Following lunch, Traci Morris, the Program Specialist for ACIA, gave a report on the 2007 town hall and what had happened since, to all participants and after this the Discussion Session Facilitators shared information about each of their respective sessions. Prior to dinner, there was an Evening Social, hosted by the Southwestern Institute for the Education of Native Americans (SIENA). The closing dinner was enjoyable and included awards given out to this year's award winners—ACIA Legislator of the Year: Rep. Albert Tom; ACIA Directors Leadership Award: Kristine Thomas, Governor's Office of Equal Opportunity Tribal Liaison; ACIA Chairman's Leadership Award: Rep. Marian McClure—and a Keynote address by Representative Albert Tom.

Summary and Findings

The AITH was structured with daily keynote speakers and small working group discussions. After the general sessions, participants broke into one of four working groups facilitated by an expert/educator and recorded. Each group discussed the same four discussion questions created by the Content Planning Committee that advised ACIA. The facilitator kept the discussions focused and a recorder kept a written record of the data generated during the discussions. Each group discussed and was charged with discussing the following multipart discussion questions:

- 1) Identify and discuss the challenges and opportunities inherent with the projected growth and brainstorm proactive solutions to overcome the challenges and to take advantage of the opportunities;
- 2) Identify resources and assets that tribes have and can use to sustain and grow within their communities;
- 3) Identify proactive steps to deal with projected growth; and
- 4) Expand partnerships between peoples, groups, and agencies to foster consultation, collaboration and coordination. The information gathered from these discussion sessions forms the basis of this report and the recommendations contained within.

As previously stated, the theme of the 28th Annual AITH was *Protecting Arizona's Natural Resources: Land and Water*. The focus was on identifying proactive solutions and recommendations for dealing with Arizona's projected growth over the next 50 years. Community planning groups such as the Maricopa Association of Governments (MAG) project that Arizona's population alone will grow from 6 million in 2005 to 16 million in 2050! What does this projected growth mean to Arizona's tribal community? This year's AITH sought to answer this and other vital questions related to the future growth of this great state of Arizona.

Participants in all groups identified certain common themes and ideas that could help provide communities the tools to sustain and grow their respective communities in the face of projected population growth and demand for natural resources, these themes include: the strength of our youth, creating partnerships, information management, community responsibility and opportunities to engage. Certainly, culture and cultural values in addition to land and natural resources were identified as strong assets that communities have that can help deal with projected statewide growth. Also, all groups identified the need for additional funding as a significant challenge for communities. However, the need for funding is a given and therefore participants were directed to go beyond the issue of funding and challenge themselves to what communities could do if money were not an issue. As one person stated, "just because I don't have money for gas, it doesn't mean I am not going to work; I just have to find another way to get there!" This analogy was presented to the discussion groups and they started thinking proactively about the issues at hand.

Overwhelmingly, Indian youth were identified as the greatest single asset or resource that tribal communities have in dealing with projected growth in the state. Participants stated that educating the youth in our cultural ways, cultural values and language was of paramount importance; stressing that this is the greatest resource available to tribes.

In order for tribes to sustain and grow their communities alongside of statewide growth over the next fifty years, discussants also agreed that information management was a key to successful management of growth in tribal communities. Information management is a broad category and encompasses everything from making more use of the internet and other technologies, to creating an information clearing house, to creating technical training for community members and leaders.

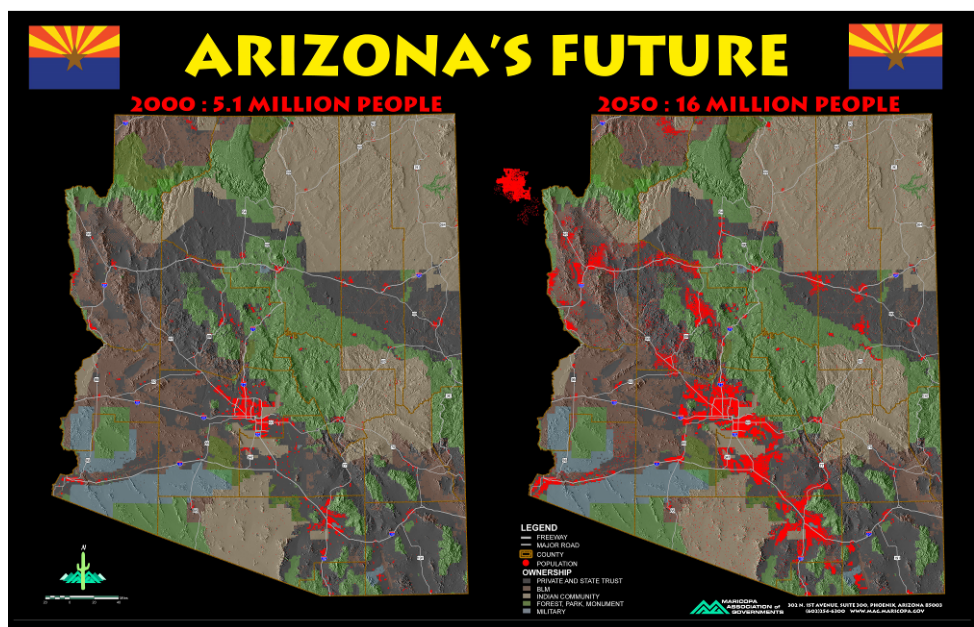
Each of the four groups of town hall participants identified community responsibility as an integral part of overall growth plans. There was a range of suggestions regarding community responsibility and most involved community participating in the process, as well. Some participants identified the need for new and revised tribal codes and policies and procedures. While others in the groups discussed the need for tribal governmental representation and participation in the political process with our own elected officials. Still other participants recommended the need for long range strategic planning and development of infrastructure.

Finally, participants agreed that tribes need to take advantage of opportunities and create opportunities to engage by partnering, consulting with, collaborating with and coordinating with other tribes, state agencies, federal agencies, non-profits and other private sector agencies. Most agreed that lack of communication and coordination was based on a variety of reasons, from lack of initiative or awareness or education on the part of the community or leaders of the community, to political shifts and changes in both the state and tribes to historic relationships that created a lack of trust. However, all agreed that in order to be "heard and be a part of the process" in dealing with growth, these reasons had to be set aside in order for tribes to be in control of their resources and growth.

Content Overview

The Arizona Commission of Indian Affairs solicited and then worked with a Content Planning Committee for over six months to develop the topic of *Protecting Arizona's Natural Resources: Land and Water* and the background materials to go with the topic. This year's topic was determined by the Commission's interaction with tribes and various tribal leaders and members. Over the course of the last year, the theme of protecting the natural resources on Arizona's tribal lands kept appearing in various settings. During early planning, the issue was determined to be the topic for the 28th Annual Indian Town Hall. At one of the content planning meetings, the "Arizona's Future" image (see next page) was presented by Maricopa Association of Governments (MAG) as background information for impacts of growth on tribal land and water. The image was so striking and concerning that ACIA worked with MAG and obtained permission to use the image for Indian Town Hall. The "Arizona's Future" picture is the main image that ACIA used for this year's Arizona Indian Town Hall.

The "Arizona's Future" depicts the future projected growth of Arizona by 2050 with the image on the left depicting Arizona's population density (shown in red) in the year 2000 and image on the right depicting Arizona's population density by 2050. Tremendous growth is visually observed in not only Maricopa and Pima counties, but along the I-40 and I-10 corridors as well. Since tribal lands account for approximately 28 % of



Arizona's land base or 14.7 million acres, there is significant interest on the part of Arizona's tribes to ensure that this projected growth does not negatively impact their natural resources particularly land and water.¹

The Content Planning Committee worked diligently advising ACIA in the direction the topic could go, recommended background information to aid the participants, and in assisted in developing the following set of questions around the topic. All who participated worked very hard and talked specifically about developing questions that would elicit proactive responses to the questions. ACIA's intent for the information contained herein has continually been to create a document that was usable by Tribes, not just a report of the event as in years past. The Content Planning Committee was instrumental in crafting the following discussion questions, the responses to which are the focus of this document:

¹ Joan Timeche, Assistant Director of University of Arizona Native Nations Institute. From a presentation titled: Arizona Indian Nations: Shaping Arizona's Future.

1. Given the projected growth in the state over the next 50 years, what (a) challenges and/or (b) opportunities does your community see? Why haven't we been able to overcome these challenges or seize these opportunities in the past?
2. What resources/assets (e.g. culture, governance, capital, human capital, location, land, water, other natural resources, etc.) do tribes and communities have to help sustain and grow our communities? b) How will these assets/resources be used to address growth?
3. What resources/assets (e.g. culture, governance, capital, human capital, location, land, water, other natural resources, etc.) do tribes and communities have to help sustain and grow our communities? b) How will these assets/resources be used to address growth?
4. What can relationships between Tribal, Federal, State, Local/County, and Private do to foster and grow effective collaboration and consultation and coordination? (Please list action steps we can put into place)

Each of the aforementioned discussion questions was discussed in each of the four facilitated groups. The recorded information, generated in each group, in response to the questions, was substantive and includes over 100 pages of raw data, which is summarized below. The raw data is available upon request, but is not contained in this report.

Discussion Question One

Everyone in Arizona is affected by growth, but until one sees an image like the projected growth map on the preceding page, it is hard to visualize what the addition of 10 million people to our state would look like. Given the location of some tribes in proximity to metropolitan centers, growth is currently affecting some tribes more than others. However, by 2050 with the addition of 10 million people, just the resources alone needed to sustain this large population will affect all Arizonans, even those in more remote areas and even those located on Arizona's Indian reservations.

Given this project growth, Arizona Indian Town Hall participants were first given a power point overview of the projected growth, developed from the Content Planning Group materials. This information included maps, facts, and figures, all the while asking them to consider how this growth could affect them and their tribe or community.² With this in mind, participants were asked the first discussion question in their groups: to discuss projected growth in terms of challenges and opportunities, and how to overcome the challenges and seize the opportunities.

No discussion of growth could be complete without a discussion of challenges that growth presents. The discussion questions were designed with the intent of getting the challenges out into the open, so that proactive discussion about confronting the challenges would naturally follow. As expected, participants had no shortage of topics when discussing challenges that growth presents to tribes.

Participants in all the groups saw the impact of growth on tribes and tribal rights as significant and talked about how to protect resources. Also, all the groups discussed the lack of infrastructure to deal with growth related issues; including encroachment surrounding tribal lands, contamination and pollution, increased traffic and the impact on roads, and cultural impacts. Several of the groups saw existing challenges getting worse in the face of growth,

² Available upon request.

including keeping focus and challenges to getting heard as administrations and tribal leadership changed; also planning in the face of development, communication challenges, and intergovernmental relations were identified.

Following the discussion on challenges that growth presents to tribes, a proactive discussion ensued as participants were then asked to consider and discuss opportunities that growth presents to tribes. All of the groups independently reached the conclusion that opportunities included access to more capital (in the broadest sense of the word, not just monetary), possibilities for partnering, sharing of expertise in conservation and preservation of resources, and access to education and technical assistance.

Groups saw the possibility for access to more capital by creating partnerships between the state and tribes, joint ventures between corporate and private sectors, and partnerships with municipalities. It was noted that tribes need to “be able to develop the capacity to deal with these challenges via the tribal and non-tribal partnerships.” It was also suggested that the development of partnerships and collaboration could give tribes access to technical education, sharing of expertise in terms of conservation and preservation especially, and the ability to create a bridge between Native university students and communities with the hope of attracting Native college graduates back to the community. Some felt that the combination of technical expertise coupled with Indian conservation values would be of great benefit to tribes.

Participants followed the discussion of challenges and opportunities with a discussion of the reasons why tribes have not been able to overcome the challenges and seize opportunities related to growth. The consensus was there is a general lack of awareness, access, interest, initiative and education that has kept tribes “out of the loop.” As a result, there is a lack of coordination and collaboration with cities, towns, and other tribes that really hurts tribes. It was also expressed that some of this may be due to historic relationships and lack of trust, as well as changes in leadership and political shifts. Generally, participants agreed and suggested that tribes need to push themselves to move beyond the challenges, whatever they may be and that tribes need to actively insert themselves into the process and to participate.

General consensus among the participants included: the notion that tribes are more reactive, than proactive and need to overcome politics and the learning curve in dealing with the government and funding agencies; that tribes need to be more proactive in partnering and implementing practices used in other places; and develop more infrastructure and technology, revise codes and create new ones if necessary, and prioritize interests according to allocated funding.

In summary, one group stated, “Communication, strategic partnerships, infrastructure development, leveraging of natural, physical, and human resources, and education are critical in dealing with challenges and opportunities. In pursuing development and/or preservation, cultural beliefs, values and resources must be balanced in the process to secure that the water and land benefit the individual and community.”

Discussion Question Two

After thinking about and discussing growth and the challenges and opportunities growth presents to all Arizonans, not just tribes, the AITH participants were charged with coming up with proactive solutions for tribes. Participants in their respective groups were asked what resources and/or assets (e.g. culture, governance, capital, human capital, location, land, water, other natural resources, etc.) do tribes and communities have to help sustain and grow communities? And, how will these assets/resources be used to address growth?

Overwhelmingly, the groups, independently of one another agreed that tribal youth are the greatest asset or resource that tribes have in the face of explosive growth in Arizona! Further, groups reported that elders and the community

of people are also a great resource to tribes. This data is extremely relevant and ties back to last year's 2007 Arizona Indian Town Hall where the topic was *The State of Indian Youth: Strength in Youth*.

Other assets and resources that tribes have that can aid them in dealing with growth include (in order) natural resources, governance, language and culture, education, sovereignty, and partnering opportunities. Obviously, given the topic of AITH, much was said about natural resources: what they are (water, land, oil, gas, coal, wind, sun, timber, and wildlife); and how to use them (leveraging them in partnerships, tourism, cultural attractions, entertainment centers, resorts, casinos, etc.). One group stated, “[we need to establish a] balance between mining and reclamation with management plans that stay active involving all parties, tribes, state, towns, and counties.” It was further suggested that tribes partner with the forest service, use MOU’s, and work with various regional organizations. Green building was discussed in general terms, without reference to specifics.

Moving from assets such as natural resources to governance, groups indicated that tribes ought to “develop comprehensive and responsible strategic plans,” and that constitutional and political reform might be necessary to implement these strategies. It was further suggested that “ordinances and general plans be adopted to protect sacred sites and also to address outside issues.” According to one group, tribal priorities should be “community planning, land use planning and a need to address community development projects. Existing plans need to be updated, requiring multiple agencies to communicate, coordinate and implement. Planning is critical to the success.” Yet another group stated that “tribes have a philosophy of balance” and that “people are accountable to each other.” Further, stating that language, culture, traditions, clans and customs are a great asset and resource to tribes.

The groups also agreed that education is a useful resource and asset to tribes. It was suggested that on the job training programs might be useful. Also, educating youth in tribal history, land and language was important. One group said that more advanced education degrees were need with more people moving into industry. Another group recommended that tribal colleges were a great asset and that “educat[ing] professionals who could conduct research and studies, write grants, and assist with land use and strategic plans,” would be of benefit to tribes.

All groups generally agreed that tribal sovereignty was great asset for tribes in dealing with growth. It was stated that “sovereignty, self-sufficiency, our ability to self-govern, [and our ability to] engage in government-to-government relations with the state,” is a great resource to tribes. Finally, it was suggested to increase children’s knowledge of sovereignty.

Again creating partnerships was a strategy suggested to tribes in dealing with growth. Tribes need to “lean on each other with one voice—speak as a united voice on a lot more issues.” It was suggested that tribes partner with universities in educating the public about treaties and laws. Other groups suggested partnering with university groups such as Arizona State University’s School of Sustainability, state agencies such as ACIA, and private agencies such as Intertribal Council of Arizona and Southwest Strategies.

After groups identified the various resources that tribes can use in dealing with growth, they discussed how to use those resources in a practical sense. In order, again, youth was the strongest asset discussed and in order to use that resource education—educating them on the traditional and cultural values of tribes. Secondly, partnerships and how to create and/or utilize them was considered a priority. These two were followed by the recommendation that tribes engage in community planning and developing processes and policies, both in terms of excising sovereignty.

The most important asset tribes have in dealing with impending statewide growth is tribal youth. In order to sustain tribal communities in the face of the growth tribes will need to use all identified resources to the best of their ability. One group pointed out that the youth are “our identity and our future.” Another group stated with the education of

the youth, especially on culture and history, we have the “opportunity to educate emerging leaders. Further by “educat[ing] the youth on native language, tradition and cultural practices [we] strengthen our people [and] foster self respect and confidence so they take the initiative.” In a related statement, one group said that culture is one of tribe’s greatest resources and to utilize it in sustaining tribal communities in the face of growth; we need “education on values, family values, language and traditions.”

Discussion Question Three

In addition to brainstorming and discussing the resources and assets that tribes already have that they can use to deal proactively with statewide growth, AITH participants were also asked to look around them and see what other tribes have learned from growth issues. While participants came from all walks of life and brought their own knowledge about growth, a facilitator’s guide with examples was also provided to help facilitators point out some proactive examples to the groups and participants of how other tribes have successfully addressed the growth issues. Some of the examples included: Salt River Financial Services (partnering with various valley banking institutions to offer services to tribal members), Gila River Telecommunications (now a leader in Indian Country Telecommunications), Gila River Police Department (a model of efficiency and responsiveness under tribal control adjacent to a major metropolitan area), and Na’Nizhoozhi Center (a model for intergovernmental collaboration in dealing with substance abuse in Gallup, NM.). Each group and participant brought their own experiences and combined them with the success stories presented by the facilitators to discuss the following question: some Tribes/Nations in Arizona are already addressing growth issues; what and how can we learn from these tribes that will give other tribes a starting point for action steps in dealing with future growth, and what are some other steps tribes can take to proactively deal with projected state growth?

Not surprisingly, partnering and partnership opportunities were among the top strategies or starting points that participants felt tribes could learn from other Arizona Tribes dealing with growth. Participants also agreed on these additional action steps that other tribes could learn from other tribes and implement in dealing with growth issues, including: information sharing among tribes, training and technical assistance, comprehensive land use planning and the creation of zoning and codes, and integrating cultural values in to plans.

In talking about partnerships, participants identified specific recommendations that tribes could implement in partnering. One group stated that “partnerships between nations are important (especially when outside investors won’t invest in us).” While another group stated “[tribes can] join organizations that can assist; Maricopa Association of Governments, Pima Association of Governments, Arizona League of Cities and Towns (to gain research, technical assistance and information); tribes have done this. [Also Tribes can create] partnerships along tribal and other jurisdictional boundaries. Times dictate action; what happened before is a lesson that can be taken to guide and shape future development.” One group declared [tribes need to] “stop fighting over issues and collaborate to build the future; develop trust among and with tribes!” Still another group pointed out that “consultation with tribes from other states [is needed], some out of state tribes may be more willing to share information.”

Information sharing and education and technical assistance were strategies discussed in all four groups and are natural outcomes of partnering opportunities. One group stated that [tribes need to] “keep informed on what is working well in other communities,” and that “training from and with successful tribes or maybe an exchange program between tribes or an apprentice program so that tribes could learn from each other; community exchange.”

Participants in some of the groups discussed the need for comprehensive land use planning as well as the creation of much needed zoning and codes. Some groups wanted more information, while others talked about developing water

quality standards and water management plans. One group recommended updating tribal ordinances, permit fees, business licenses, zoning and energy codes as well as telecommunications as in cell sites and towers. Another group recommended “Tribal government reform and streamlining to address growth including social services, education, and land and water codes.” Further, it was suggested that tribes “develop and implement strategic plans including cultural, environmental, leadership, social economic and political.”

Learning from other tribes— what works and what doesn’t— is a good strategy all agreed, however, it was suggested that tribal values must balance whatever plan is implemented. One group said, “Integrating cultural, traditional values and beliefs into the overall challenges and opportunities [was necessary].” While another group indicated the “importance of instilling education, work and cultural values in youth,” while balancing free-enterprise models with cultural values.

The discussion moved from examining tribal successes in dealing with growth to proactive suggestions for tribes dealing in with growth ensued. All of the groups independently came to the conclusion that generally more information was needed. Some groups said that more information was “needed from the state on how they will address growth with tribes and data on growth.” Other groups recommended “finding out what the projected state growth is by conducting demographic surveys and acquiring federal state, and local long range plans.”³

Groups generally agreed that other proactive steps tribes could take included making plans and implementing policies. One group recommended “establishing and building the legal infrastructure and to prepare and implement tribal policies and laws to address development issues; really to initiate and complete land use and economic development plans.” Another group recommended “tapping into resources at county planning and zoning departments” and to “meet with regulatory agencies and learn what their growth plans are and to be involved in the rule making and permitting process.” In this discussion, one group recommended tribes obtain “partnership agreements” to plan for the future. Yet another group proposed that tribes “work in concert with tribes regionally and nationally: [using] good neighbor practices with area communities through employment, grants, gifts, loans, capital, school construction, and health centers.”

All the groups independent of each other recommended that there be tribal representation at all levels as a proactive step tribes could take in dealing with growth. One group said to “get to know your state and federal legislators, not just the ones from your own area.” Another group was clear in recommending that representation should be at all levels including “boards, commissions, state, county and municipal levels.” Yet another group was even more bold and stated that there should be “more political involvement; more Native people need to run for office.”

Finally, as groups wound down their discussion of proactive steps tribes could take to deal with growth, nearly all the groups said something about the importance of education; this discussion ran the gamut from educating youth to educating non-Indians about Indians. One group talked about culturally appropriate and relevant education; recommending that opportunities be provided to support and encourage youth and further, incorporating these opportunities into community development ideas. This group even had the great suggestion of “making deals with education,” giving the example that if mining is to occur on the reservation, the mining company must fund education of several engineering students. Another group suggested that more education was needed for non-natives and said

³ It should be noted; the projected state growth maps and demographics were provided to participants and included in the materials that facilitators presented via a power point slide show and a large map depicting the statistics of the projected growth was on display throughout Arizona Indian Town Hall in the Main Ballroom. The information was provided courtesy of Maricopa Association of Governments and can be obtained at: <http://www.mag.maricopa.gov/maps.cms>

“provide cultural sensitivity training to the state, developers and contractors. Educate them on what it means to be a tribe—sovereignty matters.”

Discussion Question Four

The final discussion question posed to Arizona Indian Town Hall participants in their groups was designed to elicit specific action steps that various groups could take in working with each other. As the previous data indicates, consultation, collaboration and coordination in working with Tribes is of paramount importance to all Arizona residents; growth issues are no exception. Question Four was carefully worded by the content committee to obtain some implementable suggestions on how to foster and grow tribal-state relations in terms of consultation, collaboration and coordination. The participants were asked to literally map out on a matrix the answers to the following question: what can relationships between Tribal, Federal, State, Local/County, and Private do to foster and grow effective collaboration and consultation and coordination?

Consultation:

Consultation was defined for the groups as a process by which the public’s input on matters affecting them is sought. All the groups, independently of one another recommended that tribes have regular inter-tribal meetings⁴ or town halls with each other as a part of collaboration. One group recommended ACIA bring all the tribes, urban Indian centers, and other agencies together. Another group recommended that universities work to facilitate collaboration between tribes and states. In general, participants indicated that there needs to be inter-tribal meetings, regional tribal meetings, inter-state tribal meetings, and hearings as a way of improving communications, providing access to resources, and to provide accountability.

There were several specific recommendations for consultation that participants advised the state to undertake. It was recommended that tribes work with states in terms of consultation policies and regulation of sacred sites. A suggestion from one group asked that there be outreach to the tribes and that the state and tribes meet on a regular basis, not just when a problem arises (this group recommended the same for federal, local and private entities as well). One group suggested that the state could organize special topic meetings. Another group recommended that the state could create a cabinet level position. Specifically, it was suggested that the state should minimize the use of pass through agencies in delivering funding to tribes. One group recommended that the governor require tribal consultation policies of *all* agencies, not just cabinet level agencies as is the case currently in the State of Arizona. In the same vein, another group suggested that the state “revise and review consultation policies and define consultation processes for improved coordination and that there be documented follow-up to initial consultations.” Finally, one group said that it is necessary to provide “training for state legislature and county officials on ‘Indian 101’.”⁵

Participants saw many opportunities for consultation with the local and county level and groups suggested the possibility of creating MOUs and MOAs. They saw opportunities for consultation at town halls, city council meetings, and recommended that there be tribal representatives at various meetings. Groups recommended that local and county officials “treat tribes as key stakeholders.” One group suggested that “Tribes should be proactive in establishing dialog with local and county level leadership.”

⁴ Inter-Tribal meetings between tribes, in addition to Inter-Tribal Leader’s meetings currently hosted by the Inter-Tribal Council of Arizona.

⁵ “Indian 101” is training for state agency officials developed and delivered by ACIA.

Regarding consultation with private entities in the state, one group saw the need to organize a large, open and public meeting process regarding development on and off tribal lands to discuss and make decisions on resource management. Another group saw opportunities to strengthen communication with the various chamber of commerce's, railroads and even with private landowners.

Coordination:

Coordination was defined for the groups as the act of coordinating, making different people or things work together for a goal or effect. Groups discussed a range of practical suggestions for coordination between tribes and the State, the federal government, local agencies and the private sector. Commonalities in responses indicate four distinct groupings of recommendations, including increased communication between groups, building partnerships, tribal participation in the political process and trust and respect by all parties involved.

Again, groups discussed the need for inter-tribal meetings as a foundation to building the partnerships. It was said that tribes need to be “shoulder to shoulder in a dialogue with the powers that be—make sure you are at the table!” One group said to “continue to utilize already established partnerships and develop new ones; to create new allies ‘unified voices’ to meet new challenges.” Another group said to “develop partnerships with state agencies to tap into relevant state technical assistance and resources in support of tribal business development.” Not surprisingly it was indicated that there needs to be more effective outreach and interaction to tribal communities from federal, state and local officials. In one particularly strong suggestion, it was recommended that tribes set standards to manage competition and then establish public and private partnership council for first nation enterprises.

Collaboration:

Collaboration was defined for the groups as the process of working together towards common goals by sharing knowledge, learning and building consensus. The discussion covered a wide breadth of information in this discussion, but groups still came up with some common themes and provided some useful practical suggestions for collaboration between the state, the federal government, local entities and the private sector. Again, it was recommended by all groups that tribes establish partnerships; this is has been one of the common threads throughout the Arizona Indian Town Hall data. With the discussion on collaboration, there were actually fewer commonalities between group responses and more diverse recommendations.

One group recommended that there be “collaborative efforts among tribal, state, and federal government to facilitate intergovernmental collaboration and to have language that addresses tribal communities.” There were several strong recommendations that tribes collaborate with universities to support economic development by providing research, to assist with research skills, and to provide internships and leadership development programs centered on economic development. Further recommendations regarded technical training and education of youth. One suggestion was to train tribes to be experts on specific topics. Another suggestion was that technology expos could be held in various locations around the state aimed at tribes; groups did not specify who should hold those trainings. Another great suggestion was to hold a youth related town hall to involve them in the process.

Several interesting suggestions include tribes could establish issues task force and/or jurisdictional focus groups to solve common concerns and that tribes could establish a tribal planning group like MAG. Groups also recommended that tribes establish partnerships with not only each other, but with state liaisons, various Community of Governments (COGs), cities, counties, boards, and tribes from other states.

Groups had some difficulty in separating out the separate discussions on consultation, coordination and collaboration; they all tended to see them as one related issue, which is understandable. As previously said, the intent of the question was to obtain working practical solutions or suggestions to create consultation, coordination and collaboration between Tribes and the various entities of the State, the Federal Government, local and community groups, and the private sector. Given the intent of the question and the outcome of numerous suggestions that are immediate available to tribes, it seems this question elicited the kind of responses hoped for by the planning committee and was therefore a success.

Recommendations

In the face of unprecedented projected population growth and demand for natural resources, the 2008 AITH participants collectively indicated that the strength of our youth, creating partnerships, information management, community responsibility and opportunities to engage, were common themes that tribes could assess for strategies in dealing with growth. Contained in the preceding document were numerous specific recommendations for tribes. One thing is clear, the recommendations that came out of these discussions, are recommendations that call upon tribal communities to take ultimate responsibility for the protection of their land and water. Few recommendations were for the state.

1. Given the projected growth in the state over the next 50 years, what (a) challenges and/or (b) opportunities does your community see? Why haven't we been able to overcome these challenges or seize these opportunities in the past?

CHALLENGES TO TRIBES:

- Lack of infrastructure to deal with growth related issues; including encroachment, contamination and pollution, increased traffic and the impact on roads, and cultural impacts
- Worsening of existing challenges: keeping focused; challenges to getting heard as administrations and tribal leadership changes, and intergovernmental relations

OPPORTUNITIES FOR TRIBES:

- Access to more capital (in the broadest sense of the word, not just monetary)
- Possibilities for partnering
- Sharing of expertise in conservation and preservation of resources
- Access to education and technical assistance
- Creating partnerships between the state and tribes
- Joint ventures between corporate and private sectors, and partnerships with municipalities
- Development of partnerships and collaboration giving tribes access to technical education, sharing of expertise in terms of conservation and preservation

WHY HAVE TRIBES NOT BEEN ABLE TO OVERCOME CHALLENGES AND SEIZE OPPORTUNITIES:

- A general lack of awareness, access, interest, initiative and education on the part of tribes that has kept them “out of the loop”
- Tribes lack of coordination and collaboration with cities, towns, and other tribes; some of this may be due to historic relationships and lack of trust, as well as changes in leadership and political shifts
- Tribes are reactive, not proactive
- Tribes need to overcome politics and the learning curve in dealing with government and funding agencies
- Tribes need to be more proactive in partnering and implement practices used in other places
- Tribes need to develop more infrastructure and technology
- Tribes need to revise codes and create new ones if necessary
- Tribes need to prioritize interests according to allocated funding

2. **What resources/assets (e.g. culture, governance, capital, human capital, location, land, water, other natural resources, etc.) do tribes and communities have to help sustain and grow our communities? b) How will these assets/resources be used to address growth?**

RESOURCES AND ASSETS THAT TRIBES ALREADY HAVE:

- Tribal youth are the greatest asset or resource that tribes have in the face of explosive growth in Arizona!
- Elders and the community of people are also a great resource to tribes
- Natural resources: (water, land, oil, gas, coal, wind, sun, timber, and wildlife) and how to use them (leveraging them in partnerships, tourism, cultural attractions, entertainment centers, resorts, casinos, etc.)
- Governance:
 - Develop comprehensive and responsible strategic plans
 - Constitutional and political reform It was further suggested that
 - Ordinances and general plans be adopted to protect sacred sites and also to address outside issues
 - Community planning, land use planning, community development projects. Existing plans need to be updated, requiring multiple agencies to communicate, coordinate and implement
- Language and culture:
 - “tribes have a philosophy of balance”

- “people are accountable to each other”
- Language, culture, traditions, clans and customs are a great asset and resource to tribes
- Education:
 - on the job training programs
 - educating youth in tribal history, land and language
 - more advanced education degrees were need with more people moving into industry
 - tribal colleges were a great asset and that
 - “educat[ing] professionals who could conduct research and studies, write grants, and assist with land use and strategic plans”
- Sovereignty:
 - our ability to self-govern
 - [and our ability to] engage in government-to-government relations with the state
 - increase children’s knowledge of sovereignty
- Partnering opportunities:
 - Tribes need to “lean on each other with one voice—speak as a united voice on a lot more issues
 - Tribes partner with universities in educating the public about treaties and laws
 - Partnering with university groups such as Arizona State University’s School of Sustainability, state agencies such as ACIA, and private agencies such as Intertribal Council and Southwest Strategies

HOW DO TRIBES USE THOSE ASSETS?

- Educating youth them on the traditional and cultural values of tribes
- Creating partnerships
- Tribes need to engage in community planning and developing processes and policies, both in terms of excising sovereignty

3. Some tribes/nations in Arizona are already addressing growth issues; what and how can we learn from these tribes that will give other tribes a starting point for action steps in dealing with future growth, and what are some other steps tribes can take to proactively deal with projected state growth?

WHAT CAN WE LEARN FROM OTHER TRIBES ALREADY DEALING WITH GROWTH:

- Partnerships between nations are important
- Tribes can join organizations that can assist such as, Maricopa Association of Governments, Pima Association of Governments, Arizona League of Cities and Towns
- Tribes can create partnerships along tribal and other jurisdictional boundaries
- Tribes need to stop fighting over issues and collaborate to build the future; develop trust among and with tribes
- Tribes need to consult with tribes from other states to keep informed on what is working well in other communities
- Training from/with successful tribes or maybe an exchange program between tribes or an apprentice program so that tribes could learn from each other; community exchange
- Tribes need to engage in comprehensive land use planning
- Tribes need to create much needed zoning and codes
- Tribes need to develop water quality standards and water management plans
- Tribes need to update tribal ordinances, permitting fees, business licenses, zoning and energy codes, telecommunications as in cell sites and towers
- Tribal governments need reform and streamlining to address growth including social services, education, and land and water codes
- Tribes need to develop and implement strategic plans including cultural, environmental, leadership, social economic and political
- Tribal values must be in balance with planning implementation
- Tribes need to integrating cultural, traditional values and beliefs into the overall challenges and opportunities
- Tribes need to instill in youth the importance education, work and cultural values

WHAT ARE PROACTIVE STEPS THAT TRIBES CAN TAKE TO DEAL WITH GROWTH:

- Tribes need to make plans and implement policies
- Tribes need to establish and build the legal infrastructure to prepare and implement tribal policies and laws
- Tribes need to initiate and complete land use and economic development plans
- Tribes need to tap into resources at county planning and zoning departments

- Tribes need to meet with regulatory agencies and learn what their growth plans
- Tribes need to obtain partnership agreements to plan for the future
- Tribes need to work in concert with tribes regionally and nationally
- Tribes can use good neighbor practices with area communities through employment, grants, gifts, loans, capital, school construction, and health centers
- Tribes need representation at all
- Tribes need to get to know your state and federal legislators
- Tribes need representation at all levels including boards, commissions, state, county and municipal levels
- Tribes and tribal members need to be more politically involved; more Native people need to run for office
- Culturally appropriate and relevant education is needed
- Education is needed for non-natives: cultural sensitivity training is needed for the state, for developers and for contractors; educate them on what it means to be a tribe—sovereignty matters

4. What can relationships between Tribal, Federal, State, Local/County, and Private do to foster and grow effective collaboration and consultation and coordination? (Please list action steps we can put into place)

CONSULTATION: (STATE AND TRIBAL RECOMMENDATIONS)

- ACIA needs bring all the tribes, urban Indian centers, and other agencies together
- Universities need to work to facilitate collaboration between tribes and states
- There needs to be inter-tribal meetings, regional tribal meetings, inter-state tribal meetings, and hearings as a way of improving communications, providing access to resources, and to provide accountability
- outreach to the tribes
- The state and tribes meet on a regular basis, not just when a problem arises
- The state could organize special topic meetings
- The state could create a cabinet level position
- The state should minimize the use of pass through agencies in delivering funding to tribes
- The governor should require tribal consultation policies of *all* agencies, not just cabinet level agencies as is the case currently in the State of Arizona
- The state should revise and review consultation policies and define consultation processes for improved

coordination and that there be documented follow-up to initial consultations

- There should be opportunities for consultation with the local and county level
- There should be consultation at town halls, city council meetings, and tribal representatives at various meetings
- Tribes should be proactive in establishing dialog with local and county level leadership
- organize a large, open and public meeting process regarding development on and off tribal lands to discuss and make decisions on resource management

COORDINATION: (STATE, FEDERAL, LOCAL, TRIBAL)

- There should be inter-tribal meetings as a foundation to building the partnerships
- Tribes need to be “shoulder to shoulder in a dialogue with the powers that be—make sure you are at the table!”
- Tribes should continue to utilize already established partnerships and develop new ones
- Tribes need to create new allies to meet new challenges
- Tribes need to develop partnerships with state agencies to tap into relevant state technical assistance and resources in support of tribal business development
- Tribes need set standards to manage competition and then establish public and private partnership council for first nation enterprises

COLLABORATION: (STATE, FEDERAL, LOCAL, TRIBAL)

- Tribes need to collaborate with universities to support economic development by providing research, to assist with research skills, and to provide internships and leadership development programs centered on economic development
- There needs to be opportunities for technical training and education of youth
- Hold a youth related town hall to involve them in the process
- Tribes could establish issues task force and/or jurisdictional focus groups to solve common concerns and that tribes could establish a tribal planning group like MAG
- Tribes need to establish partnerships with not only each other, but with state liaisons, various Community of Governments (COGs), cities, counties, boards, and tribes from other states