

Comprehensive Economic Development Strategy 2017-2021

CONFEDERATED TRIBES OF THE COLVILLE INDIAN
RESERVATION

CCT Planning
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EXECUTIVE SUMMARY



A. OVERVIEW

As financial resources for economic development are scarce across Indian Country and rural regions, there is a need for inter-local collaboration, coordination among various agencies and careful prioritization of projects has become necessary. Coordinated approaches increase the likelihood and efficiency of a project being successful, the U.S. Economic Development Administration (EDA) and State of Washington have been encouraging more collaborative projects that increase commerce across the local region.

This Comprehensive Economic Development Strategy (CEDS) is a plan for the Confederated Tribes of the Colville Indian Reservation (also referred to as “CTCIR”, “Tribes”), including its four districts, municipalities located on the reservation, surrounding Counties (Chelan, Douglas, Okanogan, Ferry, Grant) and surrounding municipalities, to strengthen and sustain the regional economy. The intent is to bring together the public and private sectors in the creation of economic diversity and strengthen the regional economy by integrating the Tribes’ resources, the Counties’ resources, and municipality’s resources, and capital-improvements planning in the service of economic development.

Economic development planning in this way allows for full utilization of the unique resources available while maximizing the opportunity for the communities and businesses by attracting outside investment that employment opportunities and wealth generation. Implementation of this CEDS, CTCIR will continue to build a strong foundation that will support sustainable economic growth while being conscious of the community needs, wants and providing opportunities for new businesses and new workers to move into the area to enjoy the natural resources available, which enhances the quality of life for the Tribes and the region.

While this CEDS replaces the 2012-2016 CEDS that was adopted by the Colville Business Council, it is based on that document, the Eastern Washington University – Land Use Background Report, Tribal Transportation Improvement Plan, The 2017

Capital Facilities List, Colville Tribes' Housing Plan, Colville Tribes' Parks and Recreation Plan, The 2009 Strategic Energy Plan, and – for all intents and purposes – is a updated continuation of it.

B. PURPOSE

The principal purpose of this CEDS is to facilitate the retention and creation of living-wage jobs and to foster a stable and diversified regional economy, all for the intended outcome of maintaining and, ultimately, improving the quality of life in the CTCIR. It is also a continuing program of communication and outreach that encourages local goal setting, public engagement and a commitment to cooperation among the different levels of government, the business community and the not-for-profit sector.

Another important function of this CEDS is to inform the Colville Business Council, and the Tribes' programs. The project list will be updated annually by the Colville Council Business and presented to the Tribal membership for its review and adoption.

This CEDS was prepared recognizing the economic development efforts of the communities that make up Confederated Tribes of the Colville Indian Reservation and the organizations that contribute to those efforts:

- Colville Confederated Tribes and the Tribes' unincorporated communities
- The towns of Nespelem, Coulee Dam, Elmer City, and Omak

- Local partner agencies directly involved in or supporting economic development described in section Key Economic Partnerships.

This CEDS is not intended to replace or supersede those plans developed by other agencies or organizations; rather, it is drawn from them and attempts to “pull together” the elements contained in each of them. The result of the CEDS will respect the Tribes’ and communities’ needs and aspirations and incorporates them into an overarching regional approach to economic development.

C. FEDERAL REQUIREMENTS

The U.S. Economic Development Administration (EDA), a division of the United States Department of Commerce, is the federal agency that oversees the CEDS process. The Confederated Tribes of the Colville Indian Reservation is in EDA Region X, based in Seattle.



The preparation of a CEDS by the Tribes, Tribal Programs and communities is purely voluntary. However, only those with an approved CEDS are eligible to compete for EDA “investment assistance” (funding) under the Public Works and Economic Development Act of 1965 (PWEDA), as amended. Official approval of this CEDS by EDA is one of the prerequisites for designation as a “redevelopment area,” the step necessary to make the CTCIR eligible to compete for funding for public works and business development projects, which Congress has authorized to support economic development projects expected to create jobs and support diversification of the regional economy.

Once a CEDS has received EDA approval, the completion and subsequent approval of an annual report continues the area’s eligibility for funding consideration under PWEDA.

D. THE PROCESS

The EDA provides guidelines for preparing a CEDS. Counties or districts formed for the purpose of regional planning must follow those guidelines in preparing their document. However, EDA also allows the flexibility for a CEDS to emphasize strategies or issues important to a region as long as the process and outcomes do not conflict with the guidelines.

As stated earlier, the development of this CEDS was guided by the CTCIR CEDS Steering Committee provides a mechanism for ongoing coordination between individuals, not-for-profit organizations, local governments, private industry and other parties concerned with economic development.

While a report must be prepared annually to remain eligible to compete for EDA funding, Federally Recognized Tribes are not mandated to do so if it does not plan to seek funds in any given year, or if it does not wish to have an overall economic development strategy. However, many states – including Washington – require Federally Recognized Tribes or counties to have an approved CEDS to make it eligible for certain state funding programs that support local economic development.

E. HISTORICAL PERSPECTIVE

The CTCIR's Planning Department has been awarded the EDA Grant since the mid-80s. This is one of the longest tenured grants with the CTCIR. The CTCIR has used a CEDS and has continuously updated the document through the years. As of recently the 2017-2021 CEDS identified a number of key strategic issues and despite the various legislative changes nationally and locally there has been positive growth on the Confederated Tribes of the Colville Indian Reservation.

Successful implementation of listed below utilized the 2012-2016 CEDS documents as a blueprint for success and the CTCIR hopes to see similar successes as a result of our continued partnership with the Economic Development Administration.

The Colville Tribes of the Colville Indian Reservation (CTCIR) have been mostly reliant on gaming and fuel to bring in revenue and to diversify revenue streams required the CTCIR to approach the issue of development with a new tactic, this being tax incentives, and taxation.

In 2015, the CTCIR utilized New Market Tax Credits to secure financing to complete the new construction of the LEED Silver Designed \$45.2M 153,000 square foot Lucy Covington Government Center at the Nespelem Agency Square that serves as the main government building where majority of the programs are housed.



The building has been cost saving due to the energy efficiency and with the additional space has been rented out to generate revenue to assist in paying for the new government building. Supporting this development and future planned services at Agency Square is the construction of a 500,000-gallon water tank, bringing Agency Square capacity to 1,000,000 gallons. The additional capacity creates resiliency to protecting the government building but also allows for expansion of potentially new buildings or businesses to move in.

Furthermore, with over 700,000 forested acres, CTCIR marketed Carbon Tax Credits as another revenue generator that resulted in approximately \$35 million in revenue to the Tribes. Additional legislative accomplishments of the CTCIR broadened revenue streams to support CTCIR operations and investment ability in the form of Alcohol and Tobacco compacts and Fuel Tax compacts with Washington State.

Infrastructure investments since 2012 exceed \$11 million, including upgrades to an existing rail spur at the Omak Industrial Park, nearly \$9M dedicated to 150 miles of subterranean fiber optic installation connecting all reservation communities, another \$1M invested privately in cellular towers filling area service gaps, the new water tank serving the Nespelem Agency Campus area, and another 125,000-gallon water tank serving the tribal community of Keller. Gebbers' Farms, one of the top apple and cherry orchardists in the US, entered a 2016 land lease agreement with CTCIR that develops the land for agricultural production, creating local jobs and increasing CTCIR revenues.

World-Class Gaming arrived on the CTCIR when 2014 saw the completion of the \$44M 12 Tribes Casino and Resort. Located in Omak, WA, this economic development project was anticipated to generate \$5M in profits annually for Colville Tribal Federal Corporation throughout its startup phase.



Early returns suggest this dollar amount has been exceeded, and as debt service is satisfied, continued site development and expansion of services becomes more feasible. This economic development effort resulted in the net creation of approximately 110 gaming and hotel industry jobs on the reservation.

CTCIR also continues to assert its right to conduct business outside the reservation borders with the \$12M Half Sun Travel Plaza. This full-service Truck Stop is strategically located on US Interstate 90 in Moses Lake, WA, serving the fuel needs of the east/west, heavy haul trucking industry.



This progressive approach to economic development in Indian Country strategically taps markets across the Usual and Accustomed Territories of the CTCIR and then funnels much needed financial resources back to the CTCIR government to support on reservation economic and community development efforts.

An additional component related to job/employment is the effort addressing talent recruitment issues on the reservation. Over the reporting period, CTCIR completed a salary survey, followed by salary adjustments as a strategy for attracting and retaining high caliber talent to the Tribes. CTCIR is primarily in two counties, Ferry and Okanogan, with median wages that rank respectively 28th and 39th in WA State. Yet, after salary adjustments, the median wage of CTCIR employees on the reservation when compared to all WA counties ranks 18th out of 39 WA State counties and outpaces 5 of the 6 counties within our two economic development district memberships. This fact illustrates that CTCIR is an economic driver in the region, benefiting all employees and industries in the region. As a result of the stabilized

workforce, the need for additional community services ripens the potential for local entrepreneurship and housing markets.

Reservation community economic development efforts saw the completion of the Keller Community Basketball Court 2016, reopening of Inchelium Community Green's Gas Station offering diesel fuel, the completion of the Sugar Bowl Equine Center in Inchelium, construction of 2 dance arbors and restroom facilities supporting tourism in Keller and Inchelium, planned Keller Park redevelopment, and relief for reservation elders with the defunct Okanogan Bingo/Casino facility being repurposed and refurbished as Senior Meal Site/Meeting Facility.

Starting in 2015 CTCIR established partnerships that include Pacific Aquaculture steelhead trout farm in Nespelem, WA, the Red Willow Café as an entrepreneur development and incubator space within the Lucy Covington Government Center, fish hatcheries expansion supporting local sport fisherman, and the new startup 1872 Force Protection, LLC a federal security services contractor for Chief Joseph Dam. Colville Forest Products, Colville Fuels Division, and Colville Tribal Gaming are subsidiary arms of CTFC and have all undergone varying levels of expansion in the reporting period. As recent as 2014, the Colville Tribal Federal Corporation won the William D. Bradford Minority Business of the Year Award, given annually by the University of Washington's Foster School of Business.

F. STEERING COMMITTEE

Overseeing the preparation of the draft CEDS document was the responsibility of the Steering Committee. The members of the Steering Committee and their affiliations follow:

- Colville Tribes' Programs (Listed by Divisions):

- Centralized Services
 - Public Safety Division
 - Health & Human Services
 - Natural Resources
 - Employment & Education

- The four district communities:

- Keller
 - Inchelium
 - Nespelem
 - Omak

G. ADOPTION OF CEDS

Upon completion of the draft CEDS by Colville Tribes' Planning Department, the following sequence of activities took (or will take) place:

1. Review of the draft CEDS by the Steering Committee with a subsequent recommendation to transmit it to Colville Tribes' Executive Administration.

2. Review by the Tribes' Executive Administration.

3. Transmittal of the draft CEDS by the Executive Administration to the Colville Business Council.

4. Review and acceptance by the Colville Business Council.

5. Transmittal of the CEDS by Colville Tribes' Planning Department to the EDA.
6. Other copies will be available upon request for various state and federal agencies involved in economic development, such as the Washington State Department of Commerce and the Region's Congressional members.
7. The EDA Regional Office in Seattle reviewed the CEDS and determined that it satisfied EDA's requirements as a guide to local decision-making.
8. The approved CEDS will be provided to cities, economic development partner organizations, the general public and other interested organizations and individuals.
9. An annual "call for projects" will be made by Colville Business Council to the Tribal membership and communities for the purpose of updating the CEDS project list.

H. EXPECTED OUTCOMES

Strategic economic development is a process, and one for which a long-term commitment is necessary for it to be successful. The anticipated near-term benefits of this CEDS include the following:

- Provide a resource of information for communities, economic development service providers and businesses about the Whatcom County's economy and development issues.

- Guide and justify funding decisions
- Because EDA has approved this CEDS, the CTCIR are eligible to apply for investment assistance under EDA's Public Works or Economic Adjustment Assistance programs if EDA determines that the Region is "distressed," which is based on its unemployment rate and per capita income relative to the national averages for those indices. As of 2017, a portion of the CTCIR has been classified as distressed.
- The document can assist the Tribes' as we develop or update the economic development elements of their comprehensive plans.

The following long-term benefits are expected through implementation of the vision, goals and strategies presented in this CEDS:

- Better paying jobs will be created and retained.
- A stable, balanced and diversified regional economy will develop.
- Natural resources will be used in a sustainable manner and protected for generations to come.
- The Tribes' highly valued quality of life will be enhanced and living conditions will improve for residents.

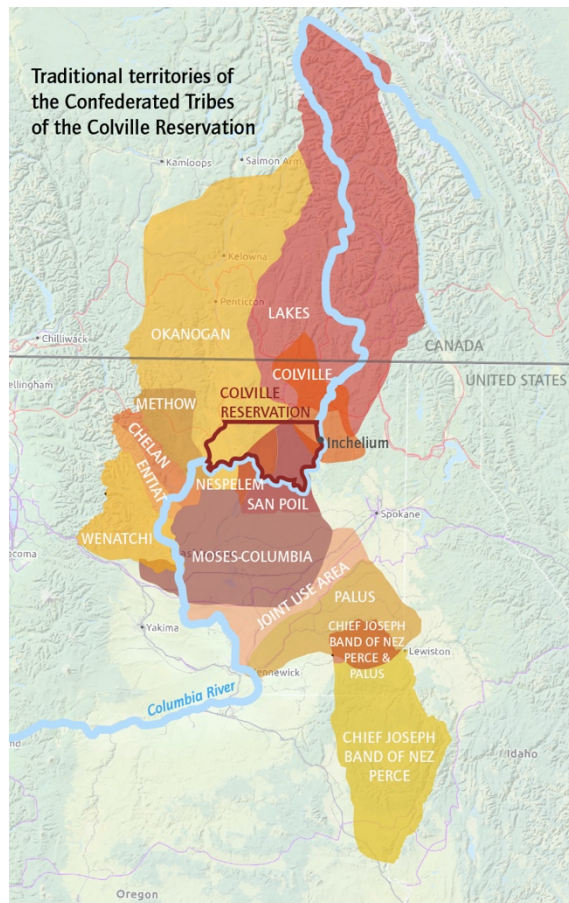
- An ongoing tool for economic development coordination, communication and information will be available.

Through a continuing program of communication and outreach that encourages partnership- building, public engagement and participation, most if not all of the goals identified in this CEDS can be achieved.

INTRODUCTION

HISTORY OF THE TRIBE

The Colville Indian Reservation was established by Executive Order of April 9, 1872, for the use and occupancy of the Methow, Okanogan, San Poil, Lakes, Colville, Kalispel, Spokane, Coeur d' Alene and such other Indians as the Department saw fit to locate thereon. Other tribes located on the Reservation were the Snake River Palouse branch of the Yakima, the Joseph band of the Nez Perce, the Moses Columbia, and the Wenatchee Band of Indians.



The bands were nomadic and followed the seasons of nature over the mountains and valleys of present day Washington, Oregon, Idaho, and British Columbia (Arrow Lakes).

This area is termed the “Plateau” Tribes, with their classified language family as being either Salish or Sahaptian. When applied to the location the members of the Tribes hunted, fished, and gathered food and medicine from the land and contributed these resources to their survival. In return, the Tribes respected the earth and took care of the land. Although the lives of most Tribal communities were separate, the Tribes were traditionally linked through their spiritual and cultural ties to nature and the earth.

As early American settlers made their way across the Rockies in the Mid-1850s, population grew in the Washington and Oregon territories. The US Government began to create Reservations, forcing Native Peoples to cede vast portions of their aboriginal territory. The Reservations were intended to restrict the Tribe’s traditional access to the land and natural resources.

1807, the first trading post was established on the Columbia River and in 1820, the Hudson Bay Company established a trading post at Kettle Falls, the Canadians monopolized trade with the Native Americans. In 1843, Americans started their great migration west and competed with the Canadians for the Indian Trade. Both Great Britain and the United States claimed the Oregon Territory until the United States, defining the boundary line at the 19th parallel with England retaining Vancouver Island. The Native Americans living in the area were considered non-entitled even though this was their trade that was coveted. United States President, Fillmore, signed a bill creating the Washington Territory, which included the present day State of Washington, Northern Idaho, and Western Montana. Major Isacc Ingalls Stevens of the United

States, Corp of Engineers, was appointed Governor to which the Superintendence of the Indian Affairs was also attached ex-officio. On May 3, 1853, the Commissioner of Indian Affairs issued instructions to Governor Stevens to find out what the Native American Tribes were like in his area. After various visits with Native American Tribes during his exploration for a railroad route, he reported on September 16, 1854, to Commissioner George Manupenny recommending that Reservations be established for the Tribes and the Native Americans be taught how to farm. There were additional concerns that contrary to usage and natural right the United States assumes to grant, absolutely, the lands of the Native Americans without previous purchase from them. The Commissioner of Indian Affairs issued instructions with Tribes, particularly in the vicinity of white settlements, toward extinguishment of the Indian Claims to the lands and the concentration of the Tribes and fragments of Tribes on a few reserves naturally suited to the requirements of the Native Americans, and located, so far as practicable, so as not to interfere with the settlement of the country.

In late 1854, nearly every Tribe in what is now Eastern Washington participated in a 5-day council in which they agreed to mark the boundaries of each Tribe and each Chief could claim these boundaries for a Reservation for his people. In this way there would be no land for sale. Governor Stevens successfully negotiated the Point Elliot Treaty in January 1855; the Yakima Treaty in June 1855; and Hells Gate Treaty in July 1855. On December 22, 1855, in a letter to the commissioner, Governor Stevens told of a meeting with members of what is now the Colville Confederated Tribes, as he had promised during the Yakima Treaty negotiations, but they did not sign a treaty, although they

pledged to take no part in the Yakima War, which broke out that year. The War, which primarily involved southern Washington and Oregon Tribes, lasted until 1859. Some altercations occurred in the Wenatchee and Okanogan Valleys between the Native Americans and gold miners. From this time until 1865, the Indians of North Central Washington were allowed to do whatever they pleased, as there was no treaty or Indian agent. In 1865, the first Indian agent, George Paigie, was assigned to the area. He studied the situation up through 1868. Superintendent, McDenny, in charge of Washington Territory commented on Paigie's May 9, 1867, letter report as follows:

"From this report the necessity of trading with these Indians can scarcely fail to be obvious. They now occupy the best agricultural lands in the whole country and they claim an undisputed right to these lands. White squatters are constantly making claims in their territory and not infrequently invading the actual improvement of the Indians. The state of things cannot but prove disastrous to the peace of the county unless forestalled by a treaty fixing the rights of the Indians and limiting the aggressions of the white man. The fact that a portion of the Indians refused all gratuitous presents shows a determination to hold possession of the country here until the government makes satisfactory overtures to open the way of actual purchase."

Finally, the executive order dated April 9, 1872, United States, President Grant, established the Colville Indian Reservation totaling 2,825,000 acres for the Methow, Okanogan, San Poil, Lakes, Colville, Kalispel, Spokane, Coeur d' Alene, and other scattered bands, who were not parties to any treaty. Less than three months later on

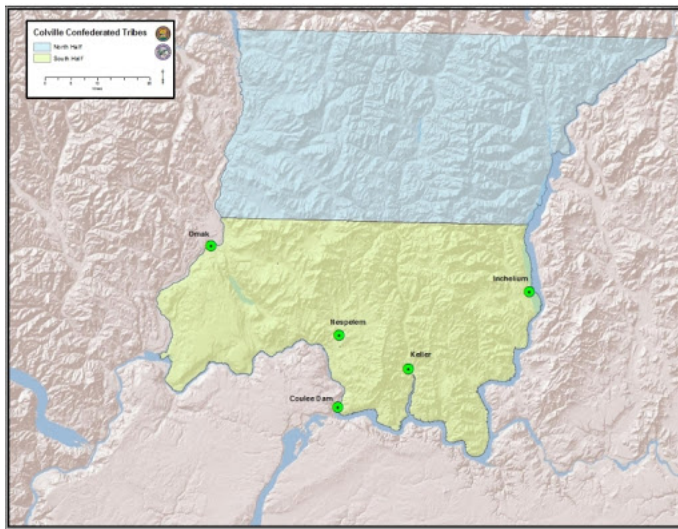
July 2, 1872, without consulting the Indians, another executive order changed the boundaries of the Reservation to eliminate that portion between the Okanogan River and the crest of the Cascades (Methow Valley), and that portion between the Columbia and Pend d' Orielle River (Colville Valley). An investigation by Washington Territory Superintendent Milroy found that the area had very limited resources compared to the original, where the Indians could make a living and stated:

“So if the no-treaty Indian Tribes are forced on it to remain, I cannot see how they can obtain subsistence with certainty, and a greater part of them most probably will be starved to death...”

In spite of these strong recommendations to adjust the Reservation boundaries, no action was taken and most of the Indians were forced to move on the Reservation.

On April 19, 1879, and March 5, 1880, two tracts of land from the present city of Wenatchee north to the Canadian Border, between the crest of the Cascades and the Okanogan River were established by executive order for the Chief Moses bands consisting of the Columbia, Chelan, Entiat, and the Wenatchee. On July 7, Chief Moses and his people agreed either to move to the Colville Reservation or accept an allotment of 640 acres for the head of each family. In 1885, Moses invited Chief Joseph to live on the Colville Reservation, which he did until his death in 1904. (Chief Joseph is buried at the Nespelem Cemetery in Nespelem, Washington, on the Colville Indian Reservation.)

In 1887, Congress passed the Allotment Act, giving the Indians on Reservations allotted land for each head of household. Before this was accomplished on the Colville Indian Reservation, an agreement was made between the Colville Confederated Tribes and a commission to sell the north half of the Reservation for \$1,500,000. Congress never ratified this agreement, but in spite of this they passed an act on July 1, 1892 (27 Stat. 62), which restored the North Half to the public domain after 660 Indians were allotted 51,653 acres.



The balance of the area (South Half consisting of 1,449,268 acres) was open to settlement by Presidential proclamation on October 10, 1900. Most of the 12,000 mining leases filed after July 1, 1898, when the Reservation was opened to mineral entry were fraudulent, as the sole purpose was to hold them for farming when the Reservation was opened for homesteading. On December 1, 1905, two-thirds of the estimated number of adult Indians signed the McLaughlin Agreement. This ceded the South Half for an 80-acre allotment to each Indian. This resulted in allotments of 33,275 acres of land to 2,505 Indians, which was completed by 1914. On May 3, 1916, by

Presidential Proclamation, the unallotted (and unreserved for timber and minerals) lands amounting to 417,841 acres were opened to settlement. Departmental orders of September 19, 1934, and November 5, 1935, temporarily withdrew the land deposition in anticipation of the Tribes accepting the Indian Reorganization Act. The Secretary of the Interior issued an order on November 5, 1935, retaining within withdrawal status the lands of the Colville's.

In 1924, Congress took another step in forcing assimilation of the Indians into the mainstream by passing the Indian Citizenship Act, giving the Indians the right to vote in United States elections. The Indian Reorganization Act was rejected by referendum vote on April 6, 1935. It was strongly opposed by the older leaders and hereditary chiefs, as it was not their nature to delegate their affairs to such an organization. On June 20, 1936 the majority of 24 percent of the estimated eligible voters did vote in favor of a constitution and by-laws. The government could not accept it because the Tribes had excluded themselves from the Indian Reorganization Act. Extreme polarization developed between the Moses-Joseph bands, who opposed the constitution, and the rest who favored it. Finally, the Federal Government did approve, on February 16, 1938, a revised constitution, ratified by only 30 percent of the eligible voters. From this the Colville Business Council was established as the governing body of the Colville Confederated Tribes.

With nomadic yearnings curtailed, the Confederated Tribes reluctantly settled into a new lifestyle. They learned how to manage their, now limited, natural resources through

farming and logging, whilst continuing cultural and traditional reliance upon Columbia River Salmon Fishing. Not only was Salmon a primary food source, but also dried salmon proved to be a popular and valuable trading commodity.

Kettle Falls became a prominent fishing and trading site. Tribes from all around the area and into Montana came to trade (barter) with other Tribes and Bands on the Colville Reservation. It became a central and valuable part of the Tribal Bands subsistence and survival.

In 1938, the US Government engineered the damming of the free flowing Columbia River. The resulting Grand Coulee Dam forever altered the culture and economy of the Colville Confederated Tribes and its membership. The reservoir created by the dam, flooded the Tribes' sacred burial grounds, destroyed salmon spawning areas and ruined once productive orchard and agricultural lands. A people whose economy existed around the fruits of the river were forced, once again, to look elsewhere. Today there are eleven (11) dams on the Columbia River and the only two that don't have fish ladders were built on the Colville Indian Reservation, these being the Chief Joseph Dam and the Grand Coulee Dam.

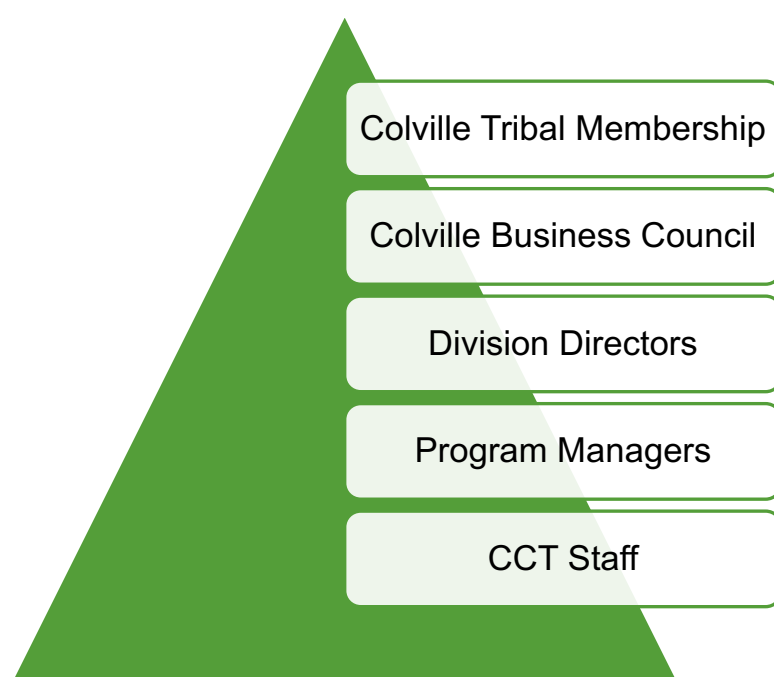
The Tribes' continue to struggle in the preservation of their traditional lifestyle. The present day Reservation is bounded on the east and south by the Columbia River, on the west by the Okanogan River. It is about 70 miles east to west and 35 miles wide from north to south. The western half of the Reservation is located in Okanogan County

and the eastern half is in Ferry County. Approximately 4500 Indians live on the Reservation today. The total enrollment of the Colville Tribes is 9004, as of January 27, 2004.

ORGANIZATIONAL STRUCTURE

The Confederated Tribes of the Colville Reservation are organized under an IRA constitution, which was approved by the secretary of the interior in 1938.

The government hierarchy goes from Tribal Membership > Colville Business Council > Division Directors > Programs Managers > Tribal Employees



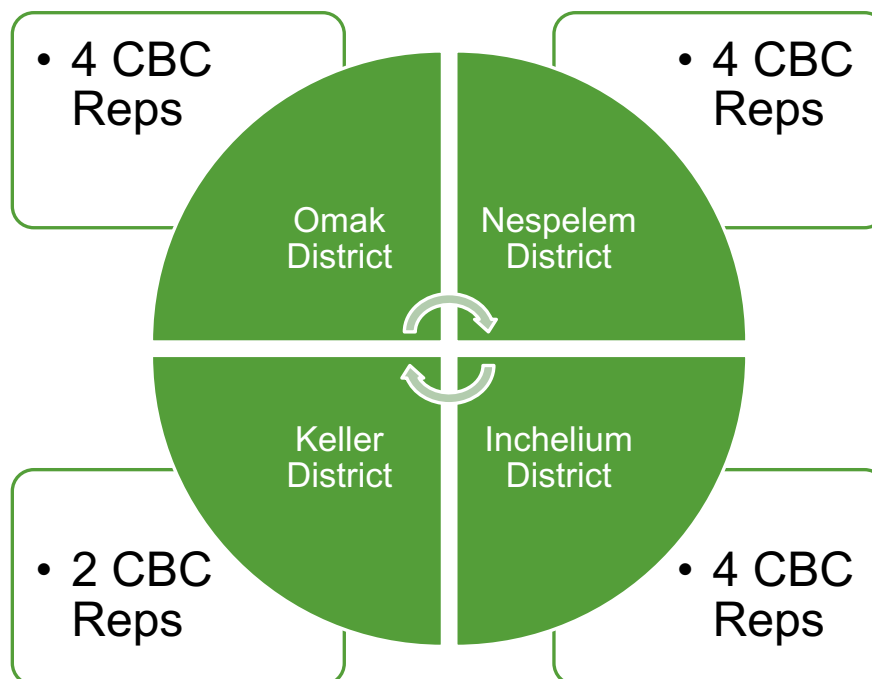
The Colville Business Council comprises the tribal governing body and consists of 14 members who represent four voting districts on the reservation. Eligible tribal members elect individual members of the business council to two-year staggered terms.

Officers of the Council include a chairman, vice-chairman, and secretary, and are elected to one-year terms from within that body.



2019-2020 Colville Business Council

The Confederated Tribes' Constitution also divided the Colville Indian Reservation into four voting districts based on aboriginal territories, known as the Omak District, the Nespelem District, the Keller District, and the Inchelium District.



Eligible adult Colville tribal members may register in one of the districts to vote in the yearly Colville Business Council election; in addition, eligible adult Colville Tribal members may receive certification as candidates in the annual election for seven of the 14, two-year term council positions.

The election process includes a primary election held in May before the General Election in June. A Colville Business Council committee and an election ordinance govern the democratic process. From its administrative headquarters located at the Bureau of Indian Affairs (BIA) Agency at Nespelem, the Colville Business Council oversees a diverse, multi-million dollar administration that employs from 800 to 1200 individuals in permanent, part-time and seasonal positions. The Confederated Tribes operates on a yearly budget, which is financed primarily from revenues generated from the sale of the Tribe's timber products and other sources, including federal, state, and private contributions. The Confederated Tribes adheres to Colville Tribal Member Preference. Both Colville tribal members and non-Colville members are employed throughout its extensive governmental operation.

This governmental operation provides a variety of services for Colville tribal members living on the reservation and elsewhere, and for the management of reservation natural resources.

MISSION, VISION, VALUES, NATIVE IDENTITY

In 2011-2012, the Colville Business Council and Tribal Administration of the time, developed CTCIR's goals and objectives for the coming years in an effort to eliminate silo's and improve delivery of services to the tribal membership.

CTCIR's Core Values

STRATEGIC DIRECTION

A vital element of the 2011-2012 effort was an organization wide strategic planning effort.

Through the Tribe's strategic planning sessions, goals were identified and adopted to set the strategic direction.

1. Increase financial diversity and stability
2. Ensure supportive working environment

Planning Recognition

3. Improve overall management

IRMP

4. Increase accountability at all levels
5. Encourage and support economic development and improvement

Re-capitalize tribal enterprises

Recoup lost revenues

6. Increase energy (green) programs

Land use plan; Alternative Energy Plan

7. Ensure effective communication between the tribes and its communities
8. Increase amount of tribal land

Secure ownership of boundary water zones; Ownership of Unusual and Accustomed Territories

9. Commit to preserving languages and culture

10. Increase IT capacity and infrastructure, facilities and equipment

Increase tribal data generation capacity, GIS

11. Increase integrated services to youth and families

12. Maintain grants and other programs

In addition, the following were identified and adopted as key strategic issues:

The strategic planning approach promoted further development for the Confederated Tribes of the Colville Reservation. The process, along with the planning documents, was designed to become part of CTCIR daily operations and a tool.

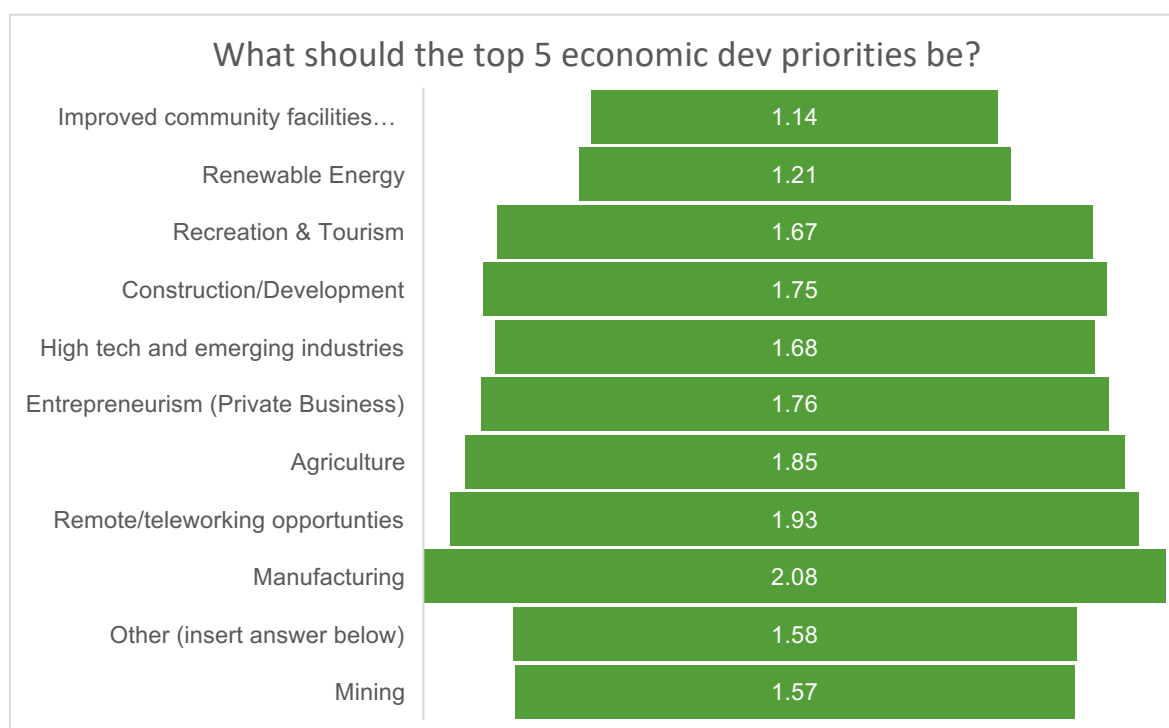
Additional resources identified as needs were Fundraising Plan/Proposal, Individual Work Plans, Marketing, and Technical Plans. The direction the Expanding Revenue Streams working group was a critical component in the Strategic Plan and data and records sharing from Bureau of Indian Affairs (BIA), Colville Indian Housing Authority (CIHA), Colville Tribal Federal Corporation (CTFC), Indian Health Services (IHS), and Tribal Credit played a vital role in ensuring that reasonable and feasible decisions were being made.

BACKGROUND

COMMUNITY ECONOMIC SURVEY

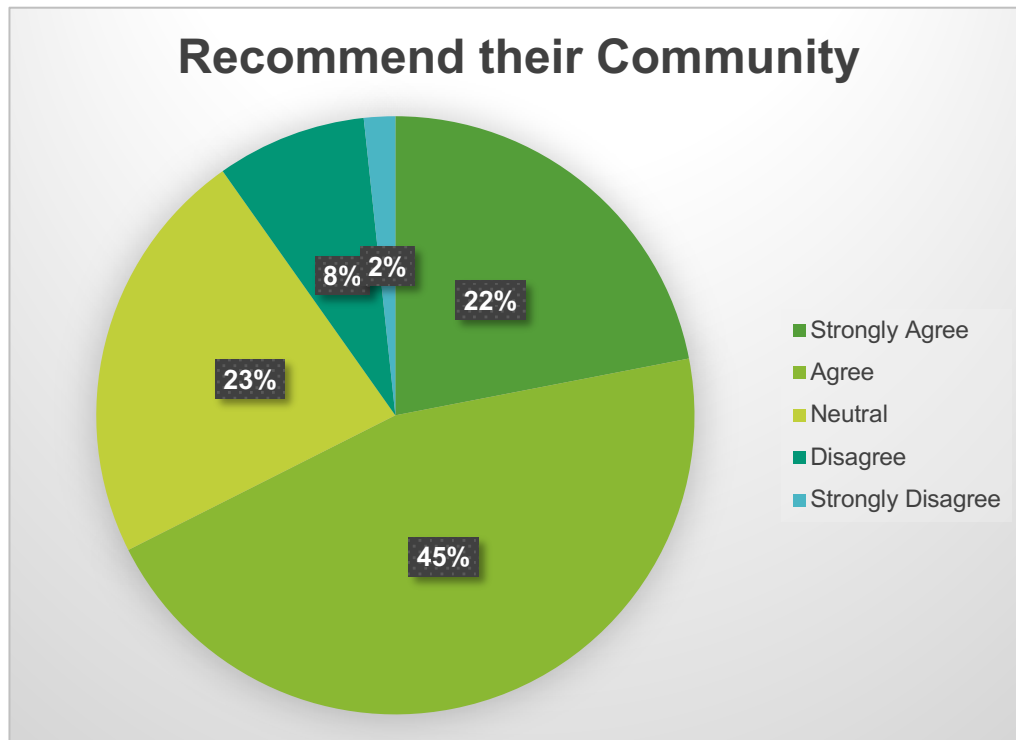
In 2016, The Planning Department conducted a seven (7) question survey, for each of the four districts.

Asked of participants were, what should the top 5 priorities be for your community and/or the Reservation

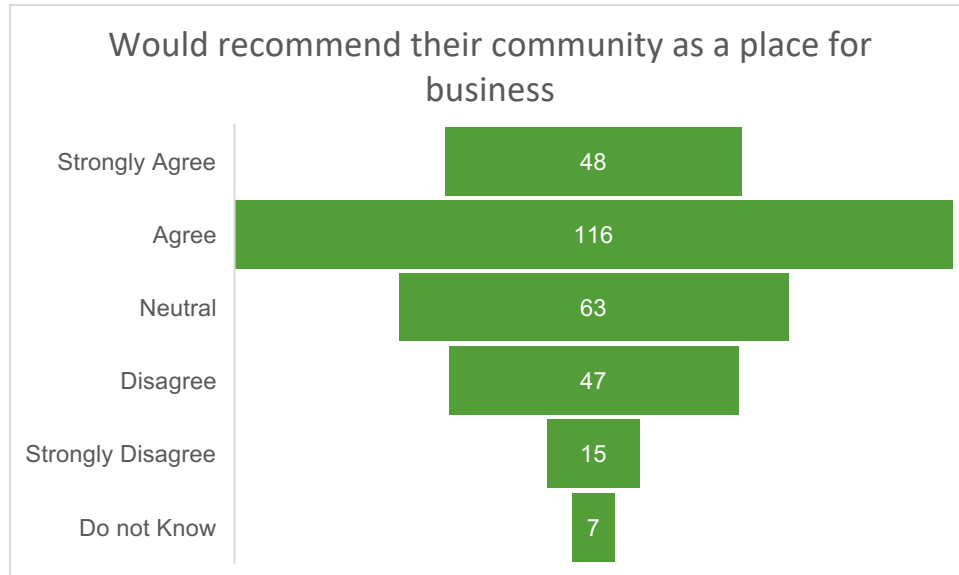


The questions were weighted, and the top 5 weighted answers ended up being: manufacturing, agriculture, entrepreneurship, construction/development and recreation and tourism.

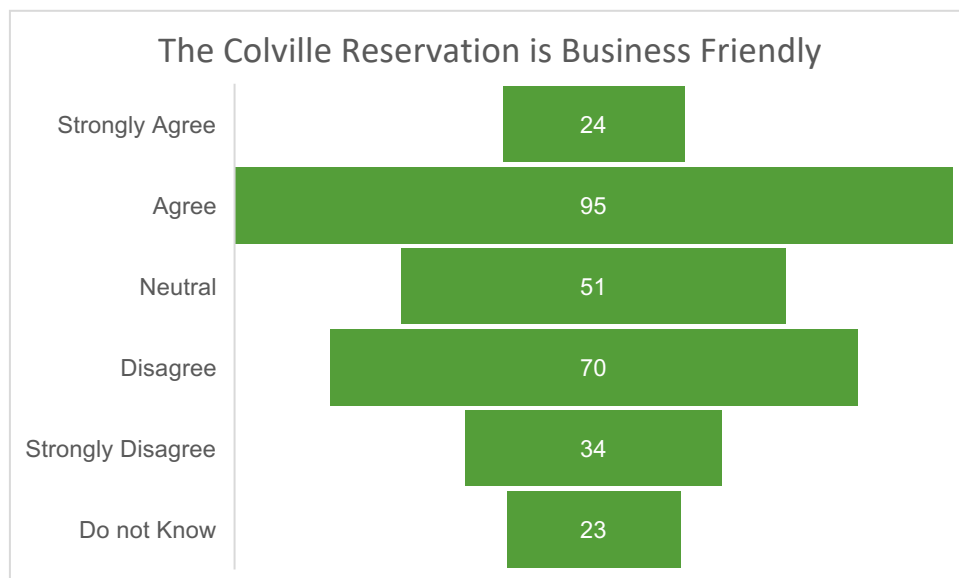
A question about the community revealed some sense of community pride and wellbeing. In response to “I would recommend my community as a place to live,” more than 66% either agreed or strongly agreed.



A question relating to the receptivity to new business yielded generally positive results, with most writing they agree or strongly agree their community would be a good place for a business.

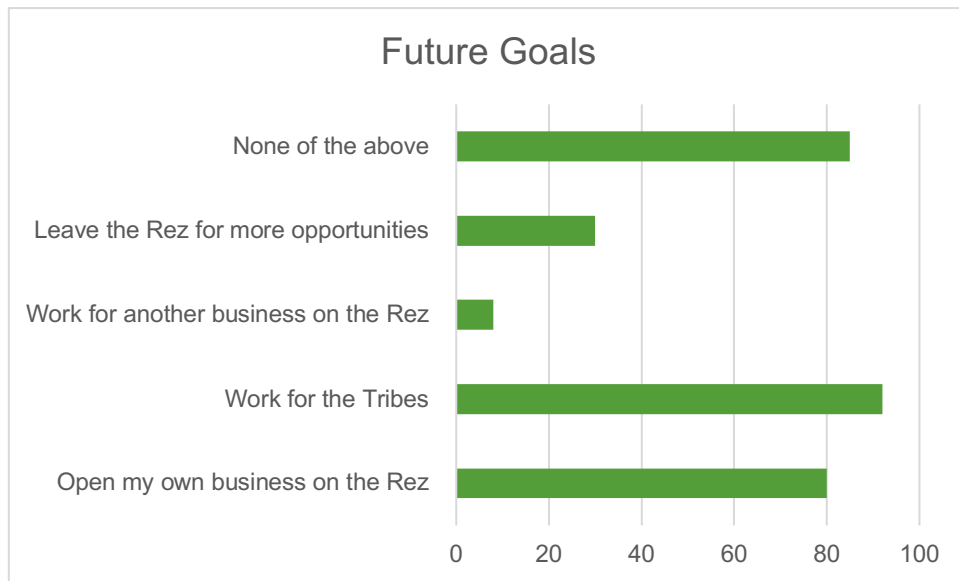


While the Colville Tribes have strived to improve and expedite its development processes, a question related to how friendly the community views the Tribal Government to new business indicates that improvements need to be made.



Only 39% agreed or strongly agreed, with most either being neutral, or disagreeing or strongly disagreeing.

Identifying the entrepreneurial drive on the reservation was an element of this survey, with the question asking whether people wanted to own their own business resulting in 27.12% positive answers, which contrasts with the 31% who are content working for the Tribe, 2.71% who want to work for another business on the reservation, 10.17% who want to leave the reservation for more opportunities. 28.81% answered none of the above.



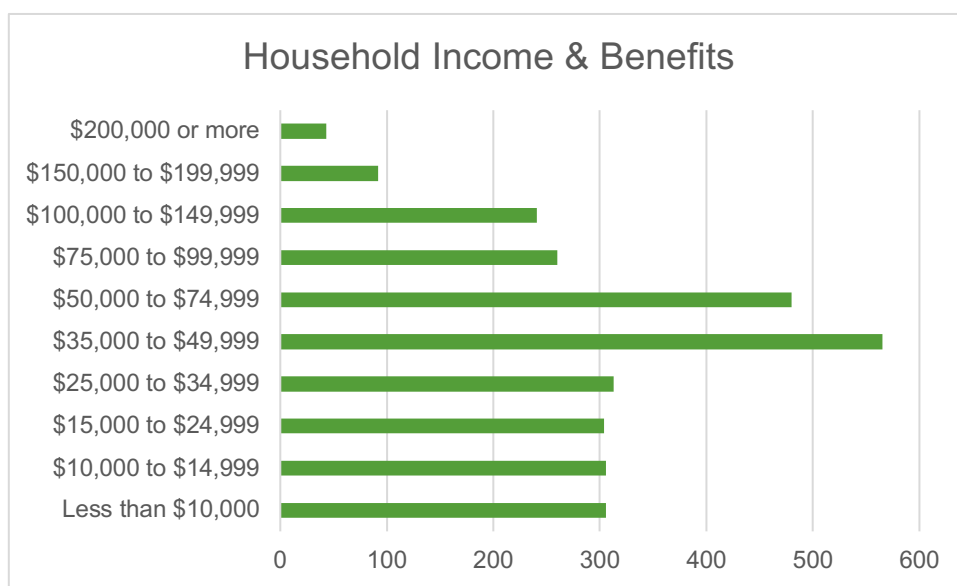
DEMOGRAPHICS

Median Household Income

2014-2018 ACS data reveal Total Households within the Colville Reservation are estimated at 2,910 with a median income of \$39,843, which is 53.7% of the median household income of the 2.89 million households of Washington (\$74,073).

When comparing the normal distribution of household incomes between the Colville Reservation and Washington State, approximately half of all Colville households fall within the first 25th percentile of states' households.

In other words, the Median Household Income of the Colville Reservation is on the same level as the 25th percentile of Washington household incomes. The median household income for the state (\$74,073) is near the approximated 75th percentile of reservation household incomes.



| | Colville Reservation | | Washington State | |
|-------------------------|----------------------|---------|------------------|---------|
| | Estimate | Percent | Estimate | Percent |
| Total Households | 2,910 | 100% | 2,895,575 | 100% |
| Less than \$10,000 | 306 | 11% | 5.2% | 4.6% |
| \$10,000 to \$14,999 | 306 | 11% | 3.4% | 3% |
| \$15,000-\$24,999 | 304 | 10% | 7.3% | 6.9% |
| \$25,000-\$34,999 | 313 | 11% | 7.8% | 7.1% |
| \$35,000-\$49,999 | 565 | 19% | 11.8% | 11.5% |
| \$50,000-\$74,999 | 480 | 17% | 17.7% | 17.5% |
| \$75,000-\$99,999 | 260 | 9% | 13.6% | 13.5% |
| \$100,000-\$149,999 | 241 | 8% | 17.1% | 17.7% |
| \$150,000-\$199,999 | 92 | 3% | 7.7% | 8.6% |
| \$200,000 or more | 43 | 1% | 8.4% | 9.7% |
| Median Household Income | \$39,483 | | \$74,073 | |
| Mean Household Income | \$51,519 | | \$99,762 | |

Per Capita Income

The Per Capita income of all Colville Reservation population is \$17,846, equating to 30.824% of the Washington state per capita income.

Both Ferry and Okanogan County were also less than Washington levels, 64% and 68.3% respectively, but neither experience the disparity at the level of the Colville Reservation population.

| 2018 Per Capita Income | |
|------------------------|----------|
| Colville Reservation | \$17,846 |
| Ferry County | \$23,640 |
| Okanogan County | \$22,755 |
| Washington State | \$57,896 |

Population Characteristics

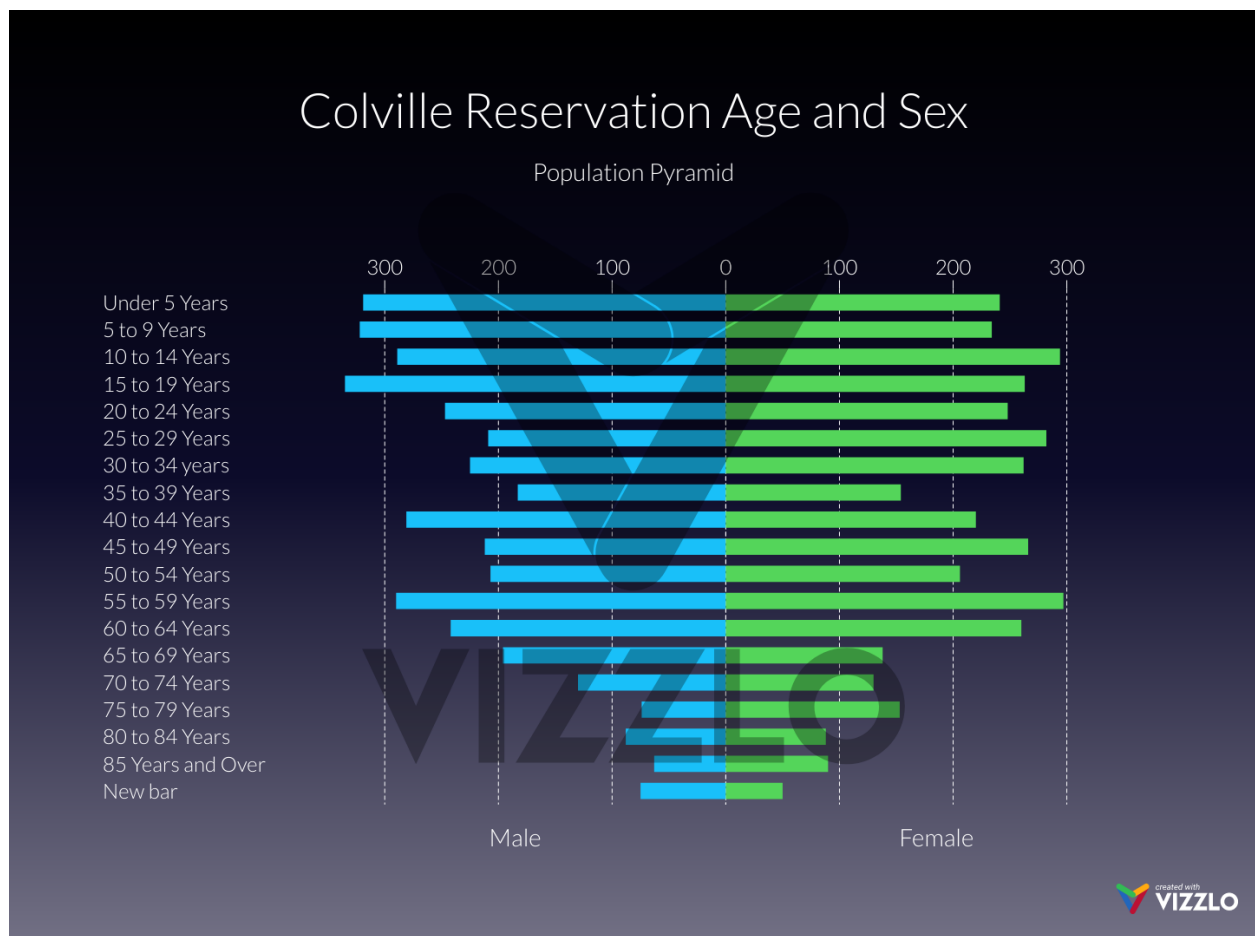
The 1.4 million acres of the Colville Reservation are populated by 7,228 persons, with nearly 99% of this population self-identifying with one of three races or ethnicities; American Indian/Alaska Native, White, or Hispanic. 60% of the persons (4,616) self-identifying as American Indian/Alaska Native, another 30.2% as White, and just over 8% as Hispanic. Of those reporting, nearly all persons self-identify as One Race only (94.41%).

| Ethnicity on the Colville Indian Reservation | | |
|--|-------|---------|
| Total Population | 7,228 | 100% |
| One Race | 6,666 | 92.224% |
| White | 2,372 | 31% |
| Black or African American | 25 | <1% |
| American Indian and Alaskan Native | 3,581 | 47% |
| Hispanic Or Latino | 717 | 9% |
| Asian | 100 | 1% |
| Native Hawaiian and other Pacific Islander | 29 | <1% |
| Some other Race | 289 | 4% |
| Two or More Races | 562 | 7% |

Sex and Age

Sex and Age cohort analysis provides a snapshot of the general age and gender characteristics and reveals an understanding of the demands on services expected in the near future.

In alignment with national trends, the baby boomer Colville Reservation population is aging. The need for services to meet the needs of this population of persons in their golden years is evident when referring to the population pyramid below.



Perhaps most remarkable is the hourglass shape resulting from the decline in population regardless of gender in the consecutive age cohorts between 25 years of age and 44 years of age. While birthrates on the reservation were less following the baby boom, they do not account solely for the decline across these cohorts. Instead this decline is more likely due to outward migration of young people seeking employment and/or opportunity for prosperity as these are prime years for establishing families and careers. While mortality rates are higher for the reservation than surrounding areas, again they do not solely account for the remarkable decrease in population across these cohorts.

Also of note is the spike in population within the female 20-24 age cohort, suggesting a high potential for population growth due to females entering their fertility years, and a demand for services necessary to meet the needs of this cohort and associated age cohorts of infants and youth.

Unemployment Rate

The 2018 ACS unemployment rate is 11.4% on the Colville Reservation but does not reflect the true nature of joblessness. Out of a population of 5,693, there is a sizable percentage who are considered not a part of the labor force, with this number being 2,663.

| Employment Status | | | | |
|----------------------------------|---------------------|--------------|--------------------|-------------------------|
| | Washington State | Ferry County | Okanogan County | Colville Reservation |
| Population 16 and over | 5,843,155 | 6,435 | 33,122 | 5,693 |
| In Labor Force | 3,761,036 | 2,869 | 18,171 | 3,030 |
| Employed | 3,513,856 | 2,648 | 18,104 | 2,685 |
| Unemployed | 198,330 | 221 | 1,150 | 345 |
| Armed Forces | 48,850 | 0 | 67 | 0 |
| Not in Labor Force | 2,082,119 | 3,556 | 14,951 | 2,663 |
| Unemployment Rate | 5.3% | 7.7% | 6.4% | 11.4% |
| Unemployed/Not in Labor Force | 39% | 58.6% | 45.1% | 52.8% |

Considering the amount of the Labor Force no longer seeking employment or unemployment benefits, thus classified as “not in labor force” provides a much more accurate reflection of employment and labor force availability. Statistical comparisons with surrounding counties illustrate workforce capacity challenges that confront the Colville Reservation and the surrounding counties, as each have an unemployed/not in labor force percentage that far exceeds the state as a whole.

Family Poverty Rates

Based on 2016 ACS Data, when compared to the state of Washington, all categories of Poverty within the Colville Reservation are significantly higher, and in most cases at least twice the rate, in many cases three times the rate. The only category that does not have a rate at least twice the Washington state percentage is when “no husband present” where 52.1% of Colville Reservation families experience poverty levels in excess of the federal guidelines in comparison to 40.3% of Washington state families.

| Percentage of Families and People Whose Income in the Past 12 Months is Below the Federal Poverty Level | | | | |
|---|----------------------|-----------------|--------------------|-------------------------|
| | Washingt on State | Ferry County | Okanogan County | Colville Reservation |
| All families | 7.4% | 13.4% | 14.3% | 21.3% |
| With related children of the householder under 18 years | 11.9% | 19.4% | 26.2% | 29.5% |
| With related children of the householder under 5 years only | 11.3% | 29.1% | 45.2% | 37.8% |
| Married Couple Families | 3.7% | 8.8% | 7.3% | 11.1% |
| With related children of the householder under 18 years | 5.1% | 9.8% | 13.8% | 18.6% |
| With related children of the householder under 5 years only | 4.1% | 0% | 27.6% | 14.3% |

| | | | | |
|---|-------|-------|-------|--------|
| Families with female householder, no husband present | 24.1% | 28.7% | 38.7% | 37.3%% |
| With related children of the householder under 18 years | 32.6% | 34.9% | 46.3% | 44.4% |
| With related children of the householder under 5 years only | 36.1% | 66.1% | 75.3% | 57.4% |

37.8% of all Colville Reservation Families with related children under 5 years of age experienced income levels below the federal poverty limits, while Washington State incidents for the same group occurred within 11.3% of families.

Remarkable increases in incidents of poverty occur when no husband is present within families with children regardless of age, with only 5.1% difference between categories of under 5 years old and under 18 years old. Poverty occurs at a rate of nearly 5 to 6 times higher on the Colville Reservation when no husband is present than all families of WA State.

ENVIRONMENT/LAND PROFILE

Efforts are being made to develop an integrated Natural Resource Management System. Programs are being consolidated and realigned. Goal setting processes have been initiated. A major commitment toward computerized geographic information systems is being made. In the past, information costs and delays have been major stumbling blocks for optimum Natural Resource development.

Both the Colville Confederated Tribes and the Bureau of Indian Affairs - Natural Resource Departments have signed a cooperative agreement that states these departments will strive to work together in the effort of positive Natural Resource Planning. Currently, these departments have been progressing through a strategic and holistic planning process. Although this process takes time, thorough resource planning for the future is the desired objective.

Historical Preservation

Adopted by Resolution in 1980, under the provisions of the Federal Archeological Resources Protection Act, the Ordinance prohibits the exchange or disposition of archeological resources from the Colville Indian Reservation without the prior consent of the Tribes. Such resources shall include, but not limited to: pottery, basketry, bottles, weapons, weapon projectiles, tools, structures or portions thereof, pet houses, rock paintings, rock carvings, intaglios, talus slide depressions, cairns, graves, human skeletal remains or any portion or piece thereof, whether or not found in an archeological context. No item shall be treated as an archeological or historical resource unless such an item is at least fifty years of age.

Sites of Local Significance

Inchelium Area

- Twin Lakes
- Round Lake
- Inchelium Rodeo Grounds
- Inchelium-Gifford Ferry
- Lake Roosevelt
- Community Center

Keller Area

- Keller Community Center
- Lake Roosevelt
- San Poil River
- Keller Park
- Keller Ferry
- Keller Ferry Marina
- Seven Bays Marina
- Mt. Tolman
- Keller Rodeo Grounds

Nespelem Area

- Agency Campus
- Rodeo Grounds
- Skolaskin Church
- Grand Coulee Dam
- Lake Rufus Woods
- Celebration Grounds
- Chief Joseph Monument
- Community Center
- Nespelem River
- Moses Mountain

Omak Area

- Community Center
- Omak Lake
- Paschal Sherman Indian School
- Omak Mountain
- Omak Stampede Grounds
- Suicide Hill
- Okanogan Fairgrounds
- Okanogan River
- Chief Joseph Dam

Floodplain/Wetlands

The Okanogan River borders the Reservation on the East and South by the Columbia River, and on the West. In the “Okanogan River Basin Level B Study” prepared by a state and federal agency team under the direction of the Pacific Northwest River Basin

Commission in 1977, the results of the analysis of water and related land resource needs and problems were presented.

The report stated that flooding along the Okanogan River normally occurs in May or June as a result of the melting snow pack from the mountains in the area. Following the flood of 1948, levees were constructed at Oroville, Riverside, Omak, and Okanogan. The flood of 1972 ran about one foot higher than in 1948, and overtopped levees at Riverside and Okanogan. Damages in 1972 amounted to over \$7 million with the greatest losses coming to agricultural sources in the way of alfalfa fields and apple orchards. This flood also wreaked havoc upon the infrastructure of the area as other damaged areas included: homes and other buildings, irrigation systems, water and sewer systems, railroad equipment, and highways.

A 100-year flood would run about a foot higher than that of 1972. This would overtop all existing levees. At Omak, about one-third of the intensely developed urban area would be inundated including the downtown business section.

The study also presented recommendations to reduce future flood damages, including:

- Develop community disaster plans
- Develop a coordinated basin wide flood warning system
- Relocate structures out of the floodplain where feasible
- Encourage flood proofing of structures not feasible to move

The recommendations have since been implemented in communities along the Okanogan River. In addition, Okanogan County and appropriate communities have adopted building codes and floodplain zoning ordinances to satisfy insurance requirements.

Along the Columbia River, the 1,310-elevation mark is recognized as the 100-year flood line. The Bureau of Reclamation allows no permanent structures to be built below this line. Also, the Bureau controls the river level with a series of hydroelectric dams along the Columbia River.

The Tribes identify the urgency in establishing a Shoreline Management Policy Plan for Reservation water. These past few years, residential development near shorelines has increased dynamically; in fact, a moratorium has been placed in the Twin Lakes area in Inchelium district. The Shoreline Management Plan (SMP) was adopted in 1998, and has been benefiting the Reservation as a whole since.

Endangered Species of Plants and Animals

Significant vegetative cover is split into two groups: Forest and Steppe. Forest areas range from open forested grasslands to dense coniferous forests. Dominant species in forested areas are Ponderosa Pine, Douglas Fir, Lodge Pole Pine, and Western Larch. Huckleberry, Sarvis Berry, and a number of sub-shrubs and roots continue to be as crucial to Tribal gatherers today as they were in years past.

Wildlife is plentiful on the Reservation and plays an essential role as a food source. Hunting is open to Tribal Members only, and permits are issued for certain wildlife by the CCT Fish & Wildlife Department. Tribal Elk Herd is growing each year, with limited hunting allowed by an abbreviated season. Game bird populations and protected predators such as the Bald Eagle and Peregrine Falcon are managed and protected by the Tribal Fish and Wildlife Department. Lynx has currently been established as protected game on the Colville Indian Reservation. Although salmon fishing is still an important food source, salmon runs are restricted due to the construction of Grand Coulee and Chief Joseph Dams on the Columbia River. The Colville Tribes has reintroduced Salmon to the Upper Columbia with hopes to help increase the traffic of Salmon along the Columbia River. To further assist with travel passage around the Dams are the uses of salmon cannons that help guide the Salmon through or around the Dams. Fishing on the numerous lakes and streams on the Reservation is still enjoyed by many Tribal Members and non-Members that purchase the Colville Tribal Fishing Permit. These permits, which are provided by the Tribal Fish and Wildlife Department, are available at various retail outlets in the area.

INFRASTRUCTURE

Infrastructure is a significant concern among the general population, but in most cases, Indian Country is 20 years behind the general population in necessary infrastructure. It's extremely hard to plan for new economic ventures when every project needs to take into consideration updates to the infrastructure or the construction of new infrastructure.

Infrastructure investments since 2012 exceed \$11 million, including upgrades to an existing rail spur at the Omak Industrial Park, nearly \$9 million dedicated to 150 miles of subterranean fiber optic installation beginning the process of connecting all reservation communities, another \$1 million invested privately in cellular towers filling area service gaps, the new water tank serving the Nespelem Agency Campus area, and another 125,000-gallon water tank serving the tribal community of Keller. Gebbers' Farms, one of the top apple and cherry orchardists in the US, entered a 2016 land lease agreement with CTCIR that develops the land for agricultural production, creating local jobs and increasing CTCIR revenues.

New economic ventures are a challenge as every project needs to take into consideration updates to the infrastructure or new infrastructure. These infrastructure updates add 25% or more to the project costs. While the federal government has done a tremendous job helping the Tribe "get by," there still is a gap as there are basic infrastructure needs that have not been met. Assistance in plans and funding sources that are easily obtainable can further bridge the gap.

For example, the Inchelium district is hurting in both water storage/transportation and wastewater systems. Finally, our largest population base is the Omak area. While water is plentiful for the Tribes in this district, any future development would have to include either our wastewater system or a significant upgrade to the City's system as its near capacity.

It's very hard to develop within the boundaries of the Reservation without the simple infrastructure systems in place that the general populace expects. While every City may have water or wastewater issues from time-to-time, it never ends on the Colville Indian Reservation. Growth is stunted due to the fact projects not only cost more due to the remoteness, but every project entails upgrades to current infrastructure systems to even be able to begin projects.

Wastewater

As of 1996, there were approximately 692 on-site water treatment and disposal systems in use on the Colville Indian Reservation. If these systems were spread evenly throughout the 1.3 million acres of the Reservation, there would be approximately one system on every 2,750 acres. However, these on-site systems are not evenly distributed.

Certain constraints, primarily topographical, limit the sites where homes can be built. The ruggedness of the land restricts road construction and thus easy access to a major portion of the Reservation. As a result, most of the development on the Reservation has occurred on relatively flat areas adjacent to established roads and along lakes, rivers, and streams.

Because wastewater facilities are at capacity level, economic growth cannot occur until appropriate infrastructure is installed. This is a negative impact toward economic growth within Indian Country.

Solid Waste

Program established in 1984-85 fiscal year and opened four Solid Waste Transfer Stations to the public with Resolution 1985-29. These transfer stations are located in Desautel, Keller, Nespelem, and Inchelium. The resolution set some indication of rates and that the Tribes would subsidize the disposal of Solid Waste.

Solid Waste rates have been adopted and are currently being implemented. The Tribes have also manned the Transfer Stations in order to assist with the sorting of Solid Waste Material. This will make disposal less of a burden. However, a regional Solid Waste Transfer Station that will include recycling is currently in its initial planning stages. The Tribes see that Solid Waste education is a primary need and have been submitting applications to various funding sources to assist in the initial costs of such a program.

TRANSPORTATION

Transportation networks are vital to a community's quality of life as well as economic vitality. For the Colville Tribes, they are especially vital, as transportation infrastructure allows interconnectivity between area workers and jobs, materials and products in local markets. The Colville Tribes continually review existing transportation needs and their impacts on land use, economic development and safety.

The Colville Indian Reservation is served by over 2,200 miles of state, county, BIA and tribal roads. The major transportation routes on the reservation are State Route 21, which runs north-south through the central portion of the reservation, State Route 97, which runs north-south along the western reservation, and State Route 155, which runs northeast-southwest through the western portion of the reservation, between Nespelem and East Omak. State Route 25 north-south (off reservation) paralleling the reservation eastern boundary. In addition, two ferries provide access to the reservation. The Keller Ferry, owned and operated by the state, connects two parts of SR21 at Lake Roosevelt between Lincoln and Ferry Counties. The Inchelium Ferry, owned and operated by the Colville Tribes, connects the town of Inchelium and Gifford across the Columbia River, providing Ferry County residents access to Stevens County and U.S. 395 and providing, in effect, an extension of the Bridge Creek Road.

The Inventoried BIA public road system on the Colville Reservation consists of 1049.7 miles. Within the reservation, the State of Washington maintains 116.9 miles of paved roads, and the Corps of Engineers maintains 4.1 miles above Grand Coulee Dam. Okanogan County maintains 280.9 miles, of which 92.2 miles are paved, 129.8 miles are gravel, 44.7 miles are graded and drained, and 14.2 miles are unimproved. Ferry County maintains 245.65 miles, of which 117.89 miles are paved, 80.17 miles are gravel, and 52.58 miles are graded and drained.

The Tribe has specific economic development plans for a number of sites on the reservation, including a new In-Patient Residential Treatment Center in Keller, WA, a Health Clinic in Omak, WA, and preliminary efforts towards Wellness Centers in both Omak and Inchelium, and Longhouses in Nespelem, WA. These developments will generate the need to develop new roads and improve existing streets.

TOURISM

Although the Tribe has cut its tourism position, the Planning Department still sits on tourism boards and provides general direction and ideas concerning tourism. All other tourism related projects are handled by the business arm of the Tribe.

The recreation plan and tourism plan that was completed in 2003 has projects that were identified as potential sites for attracting tourism. Starting in 2017 two of those sites have received funding for construction projects to revitalize those campgrounds with new amenities to accommodate the patrons using those sites. The recreational plan is currently up to date and the tourism plan needs a revisiting for updating as there are overlaps of some sites for current and future projects.

EDUCATION

In 2012 the CTCIR effort towards education and workforce retraining was vastly underfunded and undeveloped. Starting in 2013, the Tribes developed an education strategic plan that would address the inability of tribal members to obtain higher-wage jobs by encouraging the youth to attend school, gain meaningful work experience at a

younger age while addressing the older workforce impacted during the recession. CTCIR spends approximately \$8 million in educational development through the Employment & Training Program, Higher Education – Colville Tribal Educational Assistance Program, Vocational Rehabilitation Program, and Youth Development Program (Summer Youth Workers).

CTCIR has leveraged the inter-governmental agreements with the universities in the region and community colleges to assist in bridging the educational gaps, by helping in workforce training, adult education program to obtain their GED, and free summer courses offered during the summer for specific skills.

The benefit of investing back into the community through an educational approach has seen some positive results as the educational gap between the CTCIR and Washington State. In 2017, The Tribes outpaced Washington State in high school graduation attainment with a 43% rate compared to 31%.

When looking at the broader picture of educational attainment post-secondary education, the Tribes outpace the State in high school graduation, some college – no degree, and associate's degree. The category of bachelor degrees or higher the Tribes is dwarfed by the State when compared by age groups.

As the CTCIR continues its economic expansion, education will play a vital role as the health sector, technology sector, agriculture sector, business sector of the CTCIR are

dependent upon the workforce having post-secondary degrees, especially bachelors or higher. The CTCIR will not only continue to use their own tribal dollars to fund education but will leverage the inter-governmental agreements in place with higher education institutes and leverage any additional funding sources to address the current workforce and future workforce development.

BROADBAND (TELECOMMUNICATIONS)

The Confederated Tribes of the Colville Reservation are directly addressing the broadband connectivity issues with substantial investments in broadband planning, services, and infrastructure, to bridge the digital divide separating north-central Washington from the benefits of a robust and resilient broadband network. In the 21st century, internet access has become essential to access a wide range of educational, social and economic advantages.

In terms of livability, community engagement efforts have illustrated its importance to the area as well. The Tribes' surveyed community membership and employees of the Colville Tribes, asking them to rank in importance criteria considered when deciding where to purchase/rent a home. Access to high-speed internet ranked 1st among 18 different community characteristics, outpacing access to family and relatives, and access to parks and family recreation areas and demonstrates high-speed internet as critical to the creation of a community of choice. Broadband will help with existing business retention efforts and economic development strategies through increasing worker recruitment, retention, and subsequently support or help provide new

employment opportunities, increased distance learning options for K-12 and higher education students, which in turn should help improve the homework gap and competitive academic divide, as well as provide higher quality of healthcare services, municipal system accessing smart technology, expanded telecommunications, enhanced tourism management, introduction of precision agriculture, healthy forests, streams, and air quality, and highly responsive emergency management systems are a few applications that would be possible with a robust broadband infrastructure that will help foster immediate short term economic benefits while setting up the region for the long term financial benefits.

HEALTH CARE

The Colville Tribe has been utilizing the CEDS to effectively implement projects that fulfill the dynamic needs of the various districts on the Colville Reservation. It is vital that each district add input into the CEDS process as each has its own unique circumstances that affect the people of these communities. Ultimately, although development strategies change over time, there have been consistencies in priorities throughout the reservation. The need for adequate healthcare remains a priority year-after-year due to the pressing social problems residents of the reservation face.

Healthcare always ranks on the CEDS priority list to help combat the problems faced by each community. In addition to the typical healthcare model, a shift has been made to preventative healthcare models to detect and combat early signs of chronic diseases such as obesity, diabetes, seeing/hearing loss, etc.

Despite current challenges associated with the Affordable Care Act, health care jobs across all CTCR communities are expected to continue to be among the highest paying and most stable jobs available. Four health facilities currently offer services across four tribal communities; Lake Roosevelt Community Health Clinic (LRCHC) has full-service facilities in two communities, and Indian Health Services (IHS) has facilities in the remaining two communities. LRCHC offers triage, full pharmacy, optical, dental, physical therapy, phlebotomy lab, radiology, and mental health. The IHS facilities offer optical, dental, and triage. Most other client need services are referred out to local clinics and hospitals equipped with the expertise and facilities to meet their needs.

In June 2007, the Colville Tribe successfully opened its third health facility in Nespelem. Joining the communities of Keller and Inchelium, the Nespelem Health Facility will be run by the Indian Health Services and provide family practice medical services to the residents of Nespelem, Grand Coulee, Coulee Dam, and Omak. The Nespelem Health Facility remains the HUB for IHS on the Colville Reservation. As the effort to provide adequate services to the membership and the region has seen the start of the Adult In-Patient Substance Abuse Center being constructed in Keller, Washington, with a completion date of Fall 2020 and opening sometime around late 2020 and early 2021.

Priority rankings, specifically related to the CEDS program are significant indicators of not only what the Tribe's needs are, but the communities' as well because there is great participation in setting the priorities. In essence, it is the people of the reservation telling Tribal government what to look for in terms of future development.

After the three health facilities are complete, the need for quality healthcare and preventative measures for healthcare remain a high priority for the members in each district. Being small communities, members are able to see firsthand how the various social problems from years of neglect start to hit home. For the reasons identified above, it's crucial to bring a health facility to the people of Omak. Although a hospital is located in Omak, it's often a drain of IHS resources to contract those services out. Once a clinic is operational in Omak, the thousands of dollars spent on minor care (colds, flu, etc.) can be taken care of in-house while saving contract service dollars for those who need major healthcare issues.

HOUSING

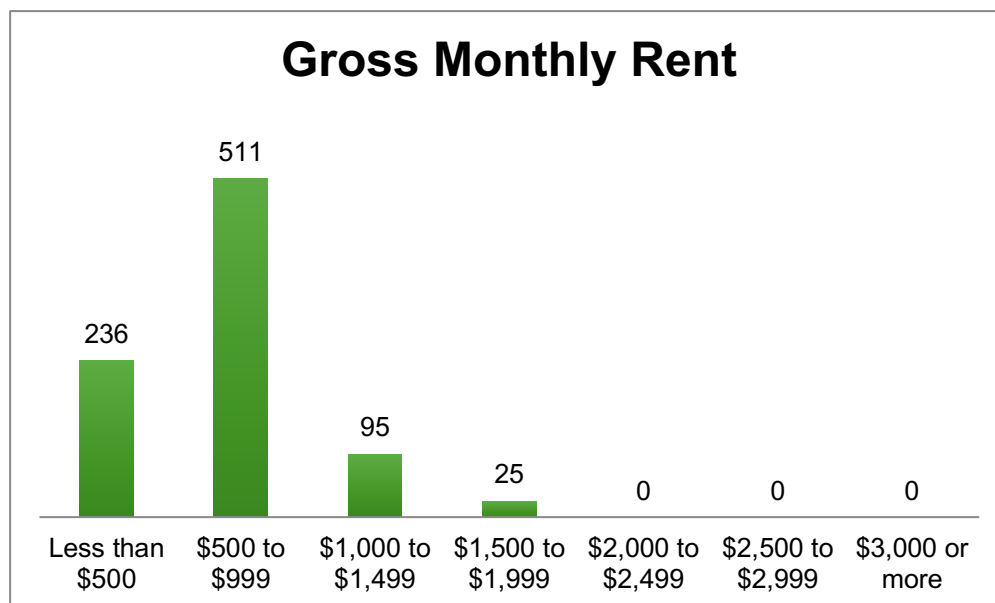
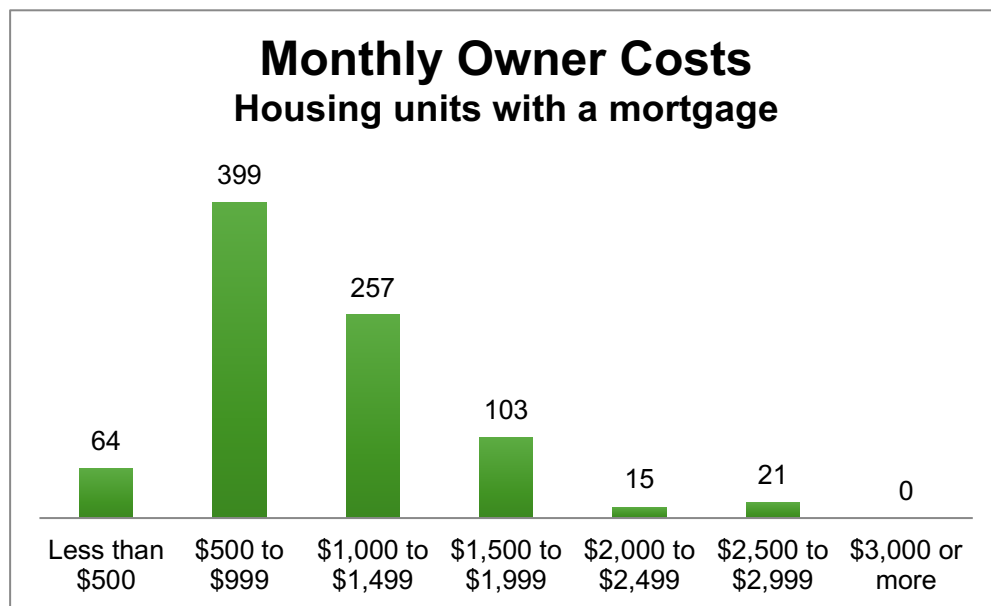
The topic of Housing impacts every demographic group on the Colville Indian Reservation, with there being a shortcoming of low-income housing stock through the Colville Indian Housing Authority (CIHA), there being a limited stock of rentals available in the area and a lack of modern turnkey homes for regional professionals.

Consequently, housing has major impacts on economic development in the area. The Colville Tribes have initiated multiple efforts to tackle the housing issue, with one key effort occurring in 2016-2017 where a needs assessment took place and an exhaustive effort was made to procure community feedback on the issue.

Existing demographic data through secondary sources and the survey illustrate the current state of housing on the Reservation.

Key Housing Statistics

Dept. of Commerce Data indicates a disparity in housing costs depending on what type of units are being utilized by residents, with there being intersecting expenditures when it comes to monthly costs with those with a mortgage and those without a mortgage.



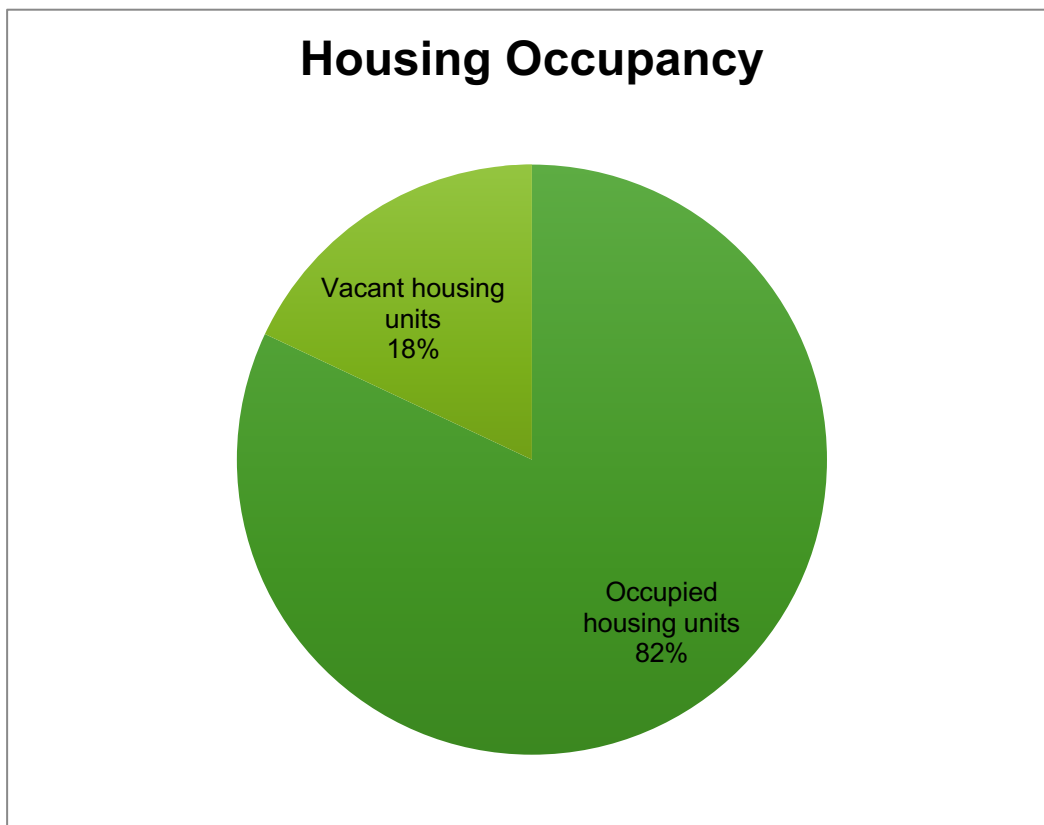
Average utility costs are also a factor, with respondents to the 2016-2017 Community Housing Survey indicating that house payments & rent per month were nearly eclipsed by the cost of utilities. The response to the utility rate question counteracts the comparatively low rent/mortgage, as utility costs (water, garbage, sewage, gas, electricity), exceeded \$201 a month by most respondents, with 42% paying \$201-300, 28.67% paying \$301-500, and 9.33% paying \$500 a month or more.

Utility costs vary greatly in the region, as demonstrated in the following table of energy rates for each provider in the area.

| | |
|---------------------------------|--|
| Ferry County PUD | \$0.08298 per KWH |
| Nespelem Valley Electric | \$0.70 per KWH |
| Okanogan County PUD | Under 2,000 KWH \$0.044886 per KWH Over 2,000 KWH \$0.06513 per KWH |
| Grant County PUD | \$0.51 per day \$0.04455 per KWH \$20 minimum charge per month |

With the Colville Indian Reservation being so rural, recruitment is continually an issue, and identifying what issues exist in current housing stock allows the Colville Tribes to identify strategies to address these shortcomings. When queried on their existing housing the survey indicated that only 50% of respondents felt their existing housing met their needs. Respondents were given an option of answering that their existing housing met their needs or could provide some insight into what they feel is deficient in their existing dwelling. Of the 50% who felt their existing situation was not ideal, the

primary reasons were physical conditions not adequate (26.03%), was too small (28.77%), location inconvenient to employment (14.38%), location inconvenient to services (12.33%), was too expensive (12.33%) or there was a lack of privacy (13.01%).



The barriers to respondents not living in an ideal situation were multiple. Among the response were, Housing costs are too high (39.04%), other debts (27.40%), cannot afford first and last month rent (26.03%), security deposit (23.97%), can't find house in preferred location (40.41%), can't find preferred type of housing (33.56%), unable to find house in suitable condition (26.03%).

ECONOMIC PROJECT UPDATES

COLVILLE TRIBAL FEDERAL CORPORATION

The Colville Tribal Federal Corporation (CTFC) offers membership family-wage jobs, supervisory and management opportunities, a chance to display their pride in tribally owned and operated businesses. CTFC currently has subsidiary LLC enterprises in Fuels, Forest Product, and Gaming. Colville Fuels serves as the retail operator of the Tribes business interests with tobacco and fuel, and retail good to consumers. Tobacco and Fuel provide meaningful tax revues for the Tribes, funding government operations, community services, and valuable employment opportunities.

The 2016 construction of the Half Sun Travel Plaza in Moses Lake, WA has quickly proven itself as a wise investment as both an off-reservation conduit of revenues strategically placed in a burgeoning market, and an assertion of sovereignty and self-determination. Successful Tribal Gaming operations across three locations in two counties provide additional financial returns to the Tribes. The 2015 construction of the 12 Tribes Casino and Resort is the current crown jewel of the Colville Tribes' portfolio of successful business ventures. With tribal membership dispersed across the CTCIR usual and accustomed areas, all off reservation enterprises offer employment opportunities to off reservation membership.

KELLER TREATMENT CENTER

The Confederated Tribes of the Colville Reservation are directly addressing the Opioid Crisis of the 21st century with the construction of a new 48 bed Adult Residential

Treatment Center and four Recovery Homes. The Center will be located in the Ferry County portion of the Colville Indian Reservation on the periphery of the community of Keller. This 14,500 square foot facility will be strategically placed on a site that offers the healing tranquility that overlooks the scenic gentle eddies of the San Poil River.



While the Colville Indian Reservation and Ferry County are listed among federally designated Health Professional Shortage Areas, the 2018 Colville Business Council approved Treatment Center business plan leverages the recent investment in broadband and identifies telemedicine as a strategic solution to providing mental health services to this remote location. Professional workforce housing and community development concerns are being addressed with coordinated strategic planning efforts among key stakeholders. The departments and programs of the Colville Tribal Government, along with the Colville Tribal Federal Corporation, the Native Network Development Fund CDFI, Ferry County, Washington State University – Ferry County

Extension, and the Tri-County Economic Development District have all offered support or direct contribution to the development of the Treatment Center.

Bringing this vision for a healthy community into focus was the Adult Residential Treatment Center and Recovery Homes Feasibility Study completed in March, 2017. This study was a significant step toward fulfilling the overall wellness vision of the Tribes and brought together a team of highly competent health industry professionals. Alison Ball, PhD; Martina Whelshula, PhD; Jessica Elm, PhD-C all provided substantial direct contribution to the development of the study, gleaming its most important details, and bringing plausibility to the vision. Deanna Yazzie-Devine, MBA served in an advisory role, lending nearly 30 years of leadership experience in Treatment Center Management to the study, while anchoring the vision with regular reminders of real challenges to sustainability. Community presentations, focus groups and client interviews offered rich feedback and helped guide programming and facility design considerations.

This study provided the foundation for the natural progression of the vision to the development of a business and operations plan. Programming within was designed to reflect current and emerging best practices for successful Adult Inpatient Treatment services. The business planning effort was led by Shivon Brite, MBA, with continued contributions from Dr. Martina Whelshula and Dr. Alison Ball. Ms. Brite's team of experts brought clarity to the complexity of attaining sustainable revenues associated

with serving a client mix dependent on Private Insurance, Affordable Care Act, and Indian Health Services.

Architecture and Engineering contracts have been awarded and completed. The construction documents, and permitting process are completed which has allowed site preparation to begin in October of 2019. Official ground breaking expected in the spring of 2020.

OMAK INDUSTRIAL PARK / FOREIGN TRADE ZONE

An overview of the Scope of Work (SOW) is necessary to implement the Master Development and Foreign Trade Zone Plan (Plan) for a portion of the 386-acre industrial site located on the Colville Reservation near the City of Omak, to be named the “Omak Business and Industrial Park” (Park).



This SOW focuses on moving the Plan closer to implementation by seeking assistance in bridging the gaps in fund sourcing subsurface and electrical infrastructure

investments, soliciting letters of support, and discussing the potential for grant writing services. The Plan consists of an industrial development site plan and associated development costs, an associated business plan, and Foreign Trade Zone (FTZ) designation of the 67-acre parcel of land located between the Tribal Trails gas station and the Colville Indian Plywood and Veneer Plant (CIPV) in Omak, Washington. Both businesses and all associated assets are owned and have been operated by the Confederated Tribes of the Colville Reservation .

The Park has been in the planning phase since 2005, with Mitchell Nelson Group, LLC drafting the original plan for the Colville Tribal Enterprise Corporation (CTEC). In 2011, environmental engineering firm Maul, Foster & Alongi provided an update to reflect changes to the Tribes' economic portfolio to include the Tribal Trails gas station, the reorganization of CTEC, the formation of the Colville Tribal Federal Corporation (CTFC), and the adoption of the Colville Tribal Uniform Commercial Code (UCC) in June of 2011.

The 67-acre Park (Figure 1, area colored in green) of tribally designated Industrial Use land is currently vacant, aside from one 75,000 square foot structure (referred to as the Crane Shed). The Park is also currently undergoing the process of a fee to trust application that would make it exempt from property taxation, and all planned transportation infrastructure is currently being added to the Tribal Transportation Improvement Program, and will make the transportation needs of the Park eligible for federal transportation funding via the BIA Roads Program.

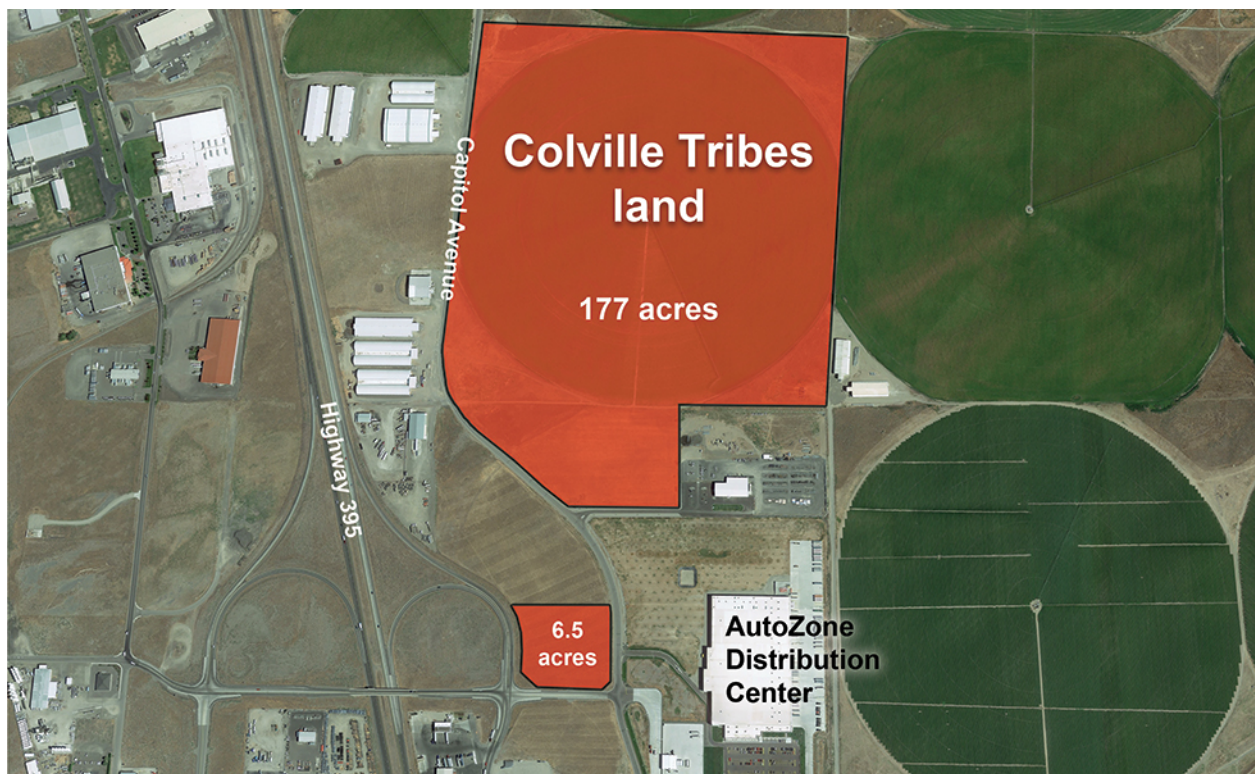
The existing Crane Shed and its proximity to a Colville Tribally-owned 20MW substation provides the most immediate opportunity to begin doing business in the Park. Offering wholesale, market competitive electrical utility rates to Park tenants via the adjacent substation will provide another competitive advantage to doing business in the Park in addition to the current federal contracting and business development incentives .

The Plan includes a business development section, providing strategies for Park marketing, maintenance and operations, and business opportunities that hold the highest potential. The Park's advantages in location, transportation and communications infrastructure will support the successful development of data centers, technology centers, solar panel and semiconductor manufacturing, bulk fuels depot, value added densified woody bio-mass (fuel and heating pellets), fruit processing, and value added organic compost and soil amendment production.

The FTZ will encompass the entire 386-acre industrial site. Current Tribal and local zoning regulations designate adjacent lands for industrial use and could be made available to support Park expansion should the need warrant. Available upon request is the Park Master Plan, an updated Summary of Development Needs and Costs, and any other documentation necessary to bring this project to fruition.

PASCO PROPERTY

As the CTCIR continues to conduct in commerce outside of the reservation boundaries have expand on the economic opportunity with the recently purchased 185 acre property in Pasco for \$10.8 million as part of a continued effort to recognize this area as the homeland of the Palus, one of the twelve Tribes in the Colville Confederation in the CTCIR unusual and accustomed territories.



The Confederated Tribes of the Colville Reservation and the Pasco City Council signed an “Agreement in Principle” affirming the intent to work closely together on a number of issues of mutual interest, leaders from the Tribes and the City on November 2019. This has laid the groundwork for future cooperation for projects that can benefit everyone. The future vision of this property is still undecided until the feasibility study and needs

assessment has been completed to determine what opportunities will be best suited for the site.

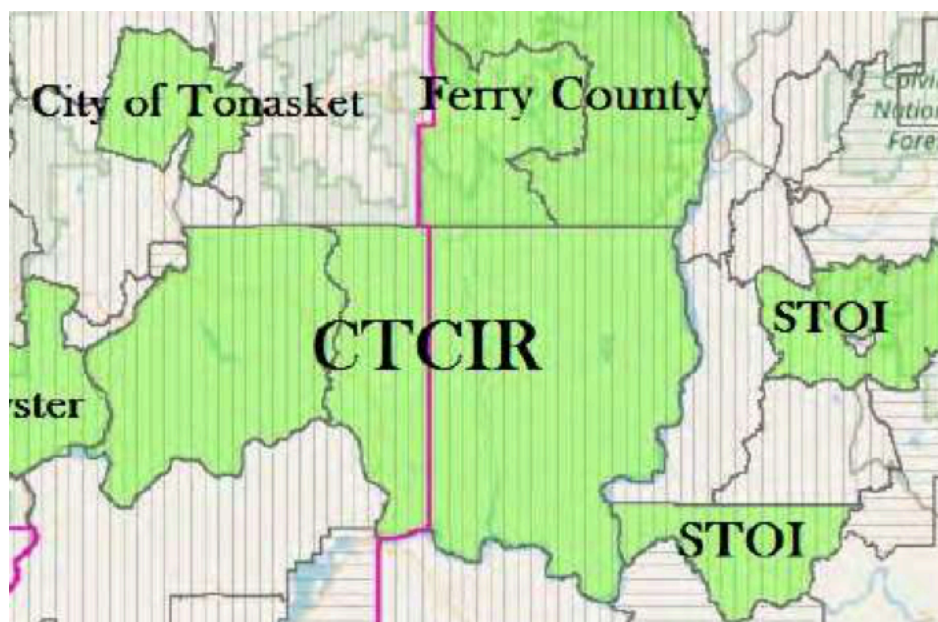
INFORMATION TECHNOLOGY/COMMUNICATIONS

Broadband infrastructure efforts that have occurred in Grant County, Okanogan County and Ferry County: Approximately \$2 million investment for a redundancy fiber loop along Highway 155. Completed construction fiber project from the Coulee Dam Casino to Nespelem Tech Center and the Lucy Covington Government Center. There is a partial loop to Inchelium and Keller: \$5 million investment of fiber laying from Lucy Covington Government Center to Mt. Tolman, and Keller, WA. Lucy Covington Government Center through Schoolhouse Loop Road. throughout Inchelium to Inchelium Sub Agency. 12 Tribes Casino to Omak Institutions (Community Center and outlying buildings) to Paschal Sherman Indian School. Nespelem Tech Center along Highway 155. Complete fiber connection to the provider from West Coulee Dam across the Columbia River Bridger to Coulee Dam Casino.

With the continue effort of addressing the broadband needs of the region there has been a collaborative effort between the CTCIR, Okanogan County and Ferry County. Ferry County/CCT Partnership CERB & Okanogan County/CCT Partnership CERB Planning Grants have provided this collaborative effort with final plans to assist anchor institutions, public/private partners, and other stakeholders that are pursuing strategic measures to improve access to and expansion of broadband across the Counties and Reservation with the ultimate goal of serving the economic and community development interests in the region.

OPPORTUNITY ZONES

The Opportunity Zones (OZs) are national community investment tools that connect private capital with low-income communities across America. It was created by The Investing in Opportunity Act, part of the American Tax Cuts and Jobs Act of 2017. OZs allow investors to reduce their tax burden by putting their capital gains into projects in low-income areas (designated by census tract data). OZs may help struggling communities find private sources of funding they would not have had access to otherwise. Due to the newness of the Investing in Opportunity Act some of its rules are still solidifying but the primary private advocate of OZs, the Economic Innovation Group stresses the necessity of strategizing between sectors, including private business, state and local governments, tribes and philanthropy.



The Colville Indian Reservation two low-income census (LIC) Tracts 53019940000 and 53047940100 Opportunity Zone designations comprise over 953,000 acres (1,489 square miles) of the total 1.4 million acres on the reservation. These LIC tracts have

nearly 10,000 acres of planned and current agriculture use, and over 400 acres designated for industrial use. Over 80% of these LICs are actively managed forest, supplying the CTCIR with highly marketable sustainable forests capable of supporting the forest products industry for coming generations.

The Colville Tribes are welcoming of public private partnerships. The local regional partners located in the North Central Washington region formed the collaborative called the North Star Opportunity Zone that highlight common opportunities across the region that can benefit communities with growth and prosperity. See Appendix for Opportunity Zone Map

TRIBAL UTILITY

The Confederated Tribes of the Colville Reservation through Council resolution has set a priority on developing a Tribal Utility to serve tribal members, businesses and others. Operating a solid utility service is a daunting and expensive operation, so the Energy Program is tasked with developing this effort in a sound manner. The Colville Tribe received a U.S. DOE Energy Grant to conduct a feasibility study of establishing a tribal utility. This utility would consolidate the activities of the Tribal Energy Programs to develop and manage energy resources for the benefit of tribal members and non-tribal members on located on or near the reservation.

Utility Proposed Functions:

- Consolidate some or all of the existing utilities that provide service on the reservation
- Power Marketing

- Biofuels production
- Agricultural development
- Energy Efficiency Services
- Woody Biomass/Cogeneration
- Solar
- Pump Storage

Colville Tribal Utility Corporation is currently in its formation and development phase, with a newly appointed Board of Directors in 2016. This Corporation provides the ability of the Colville Tribes to access Bonneville Power Administration's Tier 1 set-aside power rates at highly competitive electrical rates and amounts capable of supporting local wholesale uses. A 20 Mega-Watt electrical sub-station adjacent to the Omak Industrial Park provides the ability to deploy wholesale electricity to Park tenants and local industries seeking lower utility and operating costs. Industries dependent on rock bottom utility rates to remain competitive include high tech companies, such as data farms, block chain warehouses, metal and plastics manufacturing.

PARKS & RECREATION

The Colville Tribe has taken a proactive approach to creating a recreational destination for the many outdoor enthusiasts that come to the area for recreation. The Colville Confederated Tribes has a Parks and Recreation Department whose mission is "To provide a diverse Reservation network of parks and recreational facilities which affords Tribal and non-Tribal members a convenient access to a wide range of recreational opportunities, cultural use, and provides for continued expansion of parks and

recreational facilities as they become needed”. The parks and recreation department keeps a list of all the campgrounds that are on the reservation with a map for direction. The department also enforces camping and launch permits for users that are non-tribal members. This is used to help with the maintenance of the parks as well as to help track the number of users and where the users are going.

Currently the tribe has fifty-five campgrounds that are available for use. Some of the campgrounds are complete with amenities that entail full RV water, sewer and water hookups, showers, restrooms and more. The others have nothing more than a fire pit and a swim dock. The campgrounds that are lacking basic amenities such as outhouses, fire pits, and picnic tables are on a priority list to be updated as soon as possible.

Many of the existing parks and boat launches are in need of various updates. Since 2015, the Tribe has been awarded four different grants from the Recreation Conservation Office that are being used to enhance and develop the parks and boat launches across the reservation. The Tribe will continue to pursue these funding opportunities as needed to fulfill goals and objectives outlined in the parks and recreation plan and for improvements and new construction as well.

Current parks projects that the Tribe is working on consist of a boat launch development near the town of Keller on the Sanpoil River arm. This project began in late 2015 as a planning grant that was utilized to develop the A&E documents for the launch. This

project has recently been awarded a construction grant and the project will be implemented in 2020.

Another project that is currently being executed is the Nicholson Beach Park and Boat launch. This project is being planned and engineered. It is anticipated that we will see implementation of this project in 2023 depending on funding. Additionally, the Parks and Recreation division of the tribe has also received funding to develop a boat launch and RV park on the Columbia River, approximately 8 miles west of the Town of Nespelem.

Goals for parks and recreation consist of enhancing the Tribes economy by providing adequate, well-planned and well-maintained recreational facilities for visitors coming to the Colville Indian Reservation. The Tribe works to establish partnerships with surrounding towns and counties when planning and developing recreational areas. Partnerships not only help with cost share of projects, they also bring communities and resources together to ensure the best possible outcome for the projects being implemented. Further information can be found in the Tribes Parks and Recreation Plan, which was adopted in 2018 by the Colville Business Council.

CLEAN ENERGY (WOODY BIOMASS, SOLAR, SMALL WATER TURBINES, NATURAL GAS, CARBON SEQUESTRATION)

The Colville Business Council have took on a renewed sense of urgency to continue combating climate change and have pulled out the 2009 Strategic Energy Plan that was completed during an 2008 Strategic Planning session. Elements within the strategic plan are current for today standards but there are portions of the document that will

need to be refined to meet current standards. The portions of the document that gained interest are Woody Biomass, Solar, Small Water Turbines (Hydropower), Natural Gas, and Carbon Sequestration.

Woody Biomass: The trees and woody plants, including limbs, tops, needles, leaves, and other woody parts, grown in a forest, woodland, or rangeland environment, that are the by-products of forest management. Burning wood is nothing new. Wood was the main source of energy in the United States and the rest of the world until the mid-1800s. Wood continues to be a major source of energy in much of the developing world. In the United States, wood and wood provide about 2% of the energy we use today. Woody Biomass has started to gain interest again not only from an internal interest of the Tribes, but development partners have expressed interest for woody biomass pilot projects (large scale or community level scale) on the Colville Indian Reservation.

Solar Energy: The Colville Tribes covers 1.4 million acres and there are some parts of the reservation that would serve as an ideal location for solar energy farm. The CCT Planning Department and Office of Indian Energy and Economic Development have completed a primarily feasibility study to determine if the Colville Reservation was as suitable site and the results came back positive for several sites. The Colville Business Council and membership have expressed a desire for even small scale solar projects such as adding them to new infrastructure developments.

Carbon Sequestration (Carbon Tax Credits): The Confederated Tribes of the Colville Reservation has seized the opportunity with over 700,000 forested acres, to enter the Carbon Sequestration market through the management of its extensive forestry and agricultural lands. The Confederated Tribes of the Colville Reservation were approached by companies to purchase the carbon credits available from the Colville Reservation and in 2017 were the official steps for the CTCIR entering a new market that has been another revenue generator for the timber rich tribes.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT)

The SWOT analysis is gathered from the Eastern Washington University – Land Use Background Report for the Colville Confederated Tribes utilizing the Business Analyst. The intent and purpose of the SWOT is to look at the CTCIR as whole to determine strengths, weaknesses, opportunities, and threats to the Tribe. The view of the CTCIR was from an financial, governmental, infrastructure and natural resources perspective.

| | |
|--|---|
| <p><u>Strength</u></p> <ul style="list-style-type: none"> • HUBZONE Status • Accelerated depreciation • Tax Incentives (Opportunity Zones, Carbon Credits, New Market Tax Credits) | <p><u>Weakness</u></p> <ul style="list-style-type: none"> • Limited outside resources • Multiple levels of jurisdiction • Infrastructure (old or non-existent) • Terrain |
| <p><u>Opportunity</u></p> <ul style="list-style-type: none"> • Multiple economic industries • Large Rural Lands • Infrastructure • Funding opportunities (Grants) | <p><u>Threats</u></p> <ul style="list-style-type: none"> • Natural disaster • Potential for monopoly of industry • Challenge of financing desired investments |

OPPORTUNITIES AND CHALLENGES

Since the imposition of the colonization, the challenges to Community based Tribal Economies to adjust to the political and cultural constructs of Privatization and Capitalism of the Western Economy have continuously undermined Tribal efforts. At the foundation of Western Economies are private ownership of land and the ability of the landowner to capitalize the resources available within their title. This foundation of private ownership and capitalization of resources is fundamentally at odds with Indigenous values of communal stewardship and sustainable living. These Indigenous values honor the rights of all creation, including resources such as air and water that until recently were often overlooked as needing stewardship. The 2015 adoption of the Integrated Resource Management Plan (IRMP) provides a critical piece to the foundation for continuing resource stewardship and effectively reflects the ability of the CTCR to practice sustainable land management practices. Within this robust plan are stewardship elements that identify the potential for agriculture and irrigation, locations of precious metal mineral resources, define watershed and air shed, designate wildlife and culturally significant areas, and recognize the potential for hydropower generation. The IRMP attempts to honor communal values, ensuring natural resources will remain for the use and benefit of generations to come.

REGIONAL IMPACT

For years, products produced on the Colville Indian Reservation was shipped worldwide, specifically its raw wood products. As the economy changed, so too did the Tribe's economic presence. The turn in the housing market and other industries known

for heavy wood product use has now caused the Tribe to shut down both its lumber and plywood mills. Once a Tribe with a heavy emphasis for timber as its main source of revenue, the Tribe switched directions and looked at cutting cost, while still maximizing its return on investment in established areas and diversifying the local and regional economy through various endeavors.

In the post-timber era, the Colville Tribe continues to employ the most people in the Northcentral Washington region at 1,500 give or take depending upon season. The major employer is the Colville Tribal Government which employs close to 1,000 full-time employees while the business are of Colville Tribal Enterprise Corporation and Colville Tribal Federal Corporation employ around 500.

As far as economic impacts go, the Tribe itself has over a \$120 million budget and a payroll into the millions. The Reservation has little to offer in terms of retail outside of small community stores, much of this money is spread throughout the local region with remittance mainly going to the Spokane area and Wenatchee area markets.

COMPETITIVE ADVANTAGES

Competitive Advantages of Doing Business with Native American Tribes & Tribal Corporations (Thompson, 2018)

Under the U.S. Constitution, Native American Indian tribes are recognized as semi sovereign nations, and a business venture with an Indian tribe can offer many competitive advantages. While Native American Indian tribal governments follow most

federal laws, they also have the authority to establish their own laws and regulations. Most tribes have wholly owned tribal corporate entities that enjoy most of the same legal protections and advantages as the tribe itself. In addition, the federal government has enacted a broad array of financial incentives to encourage investment in economic development projects in economically distressed areas and on tribal lands specifically.

Tribes are Sovereign Governments with Sovereign Corporations:

- Tribal government owned corporations: Tribal governments can charter their own tribal government-owned corporations under tribal law or federal law (Section 17 of the Indian Reorganization Act of 1934). Tribally chartered enterprises hold the same status as the tribe itself for purposes of federal income tax exemptions and sovereign immunity from suit. Tribal governments can promulgate their own regulations governing economic activity on their lands. Further, tribal governments and their tribal corporations are generally not subject to most state laws.
- Tribal corporations create governmental revenue: Unlike most governments, due to a variety of legal and practical impediments, Native American tribal governments do not have significant tax-based revenue to run their governments and provide governmental services. (Tribal land is held in “trust” by the federal government and, as such is not taxable; tribal unemployment rates are very high, so there is no real opportunity for tribal income tax; and, sales taxes are often in dispute with state governments.) As a result, tribal governments create wholly owned tribal corporations in order to participate in the private marketplace, and own a wide variety of businesses (casinos, gas stations, hotels, etc.) in order to generate a revenue stream for their governmental services.

Federal and State Tax Exemptions:

- No federal income tax (on or off tribal land): Like any government-owned entity, tribes and tribal enterprises are exempt from federal income taxes. If a business entity is formed between a tribe and a non-tribal company, the portion owned by the tribe (or the tribal corporation) is in most cases exempt from federal income taxes. This is true regardless of whether the business owned is on or off tribal land. On reservation tribal owned businesses may also be exempt from state income taxes.
- No state sales tax. Most tribes do not have their own sales taxes. In addition, most states have exemptions from state sales taxes for purchases made by government entities.
- No state property tax. If the land is located on an Indian reservation, owned by a tribe, and held in “trust” by the federal government, then the land is not subject to state property taxes.
- No state property improvements tax. Tribal trust lands and tribal-owned improvements on such lands are exempt from state taxation. There are also some circumstances in which this exemption can be extended to non-tribally owned improvements.

Federal Tax Credits

- New in 2018 – Opportunity Zones. Opportunity Zones are economically distressed census tracts designated by governors, a significant percent of those zones are in Indian Country. If capital gains are invested in an “opportunity zone”, taxes on those gains are deferred until 2026 (with some savings due to step-up in basis). In addition, if

the investment stays in that zone for 10 years, there are no taxes on the profits made from that investment.

- Investment Tax Credit (New Market Tax Credits). NMTCs are also available to investors for capital investments in Indian reservations, providing tax credits of up to 39 percent of the entire amount of the investment. The tax credit is spread over seven years – five percent of the investment for the first three years, and six percent of the investment amount can be claimed over the next four years.
- Indian wages and insurance tax credits. Employers can receive a tax credit of up to 20 percent of wages and health insurance for qualified employees who are working and living on Indian reservations.
- Equipment and buildings: accelerated depreciation. Businesses can claim depreciation at twice the normal rate for locating equipment and buildings on tribal land.

Federal Government Contracting Preferences:

- Preferences for tribal companies (8(a) Preferences). The Small Business Administration's "8(a) Business Development program" authorizes preferences for minority-owned small businesses in bidding for federal contracts. However, if the company is owned by a tribal government, it receives additional benefits, such as not being subjected to the lower contract amount caps, and sole-source bidding.
- Preferences for Indian reservation-based businesses (HUBZone Preferences). If a small business is located on Indian lands, and 35 percent of its employees reside on the reservation, the company is HUBZone (Historically Under-Utilized Business Zone) preferences in the awarding of federal contracts. Benefits include competitive and sole-

source contracting and a 10 percent price evaluation preference in full and open contract competitions.

- Preferences on Bureau of Indian Affairs (BIA) and Indian Health Service (IHS) contracts (Buy Indian Act). Because of the unique treaty responsibilities of the United States, BIA and IHS have the authority to give preferences to Indian and tribally owned companies in procurement contracts.

Subsidized Financing:

- New in 2018 – Department of Energy (DOE) loan guarantees for tribal energy projects. \$2 billion in loan guarantees have recently become available, to guarantee up to 90 percent of a private loan. Indian tribes or Alaska Native corporations are eligible, and “energy development” is broadly defined. Applications are submitted in rounds every few months.
- BIA loan guarantees for Indian reservation projects. Tribes can obtain a loan guarantee from the Bureau of Indian Affairs for up to 90 percent of a private loan. The business must be located on or near an Indian reservation and must contribute to the economy of the reservation. The tribe must have at least 20 percent equity in the business. The loans may be used for a variety of purposes including operating capital, equipment purchases, business refinance, building construction, and lines of credit.
- United States Department of Agriculture (USDA) loan guarantee for rural businesses (Business & Industry). The USDA provides loan guarantees ranging from 60-80 percent of a privately financed loan. The business must be located in a rural area (less than 50,000 inhabitants); many Indian reservations meet this requirement. The loan guarantee can be used for: business conversion, land, rights-of-way, buildings,

equipment, inventory, and debt refinancing and business acquisitions when it saves or creates jobs.

- USDA low-interest loans for community facilities. The USDA provides low-interest loans directly, and some grants, for tribal governments to build essential community facilities in rural areas (where many reservations are located). Eligible facilities include: hospitals, clinics, airport hangars, child care centers, fire departments, police stations, prisons, schools, and local food systems.
- Incentives for foreign investors (Immigrant Investor/EB-5 Visas). With this U.S. government program, foreign investors receive American visas in return for investments that create 10 new jobs. Generally, the investment required is \$1 million. However, in rural areas and areas of high unemployment, which includes many Native American reservations, the investment required is only \$500,000.
- Tax exempt bonds (Tribal Economic Development/TED Bonds). There are annual IRS allocations available for tribes to issue governmental bonds that are tax exempt for investors. Bond proceeds used for projects must be located on tribal lands, provide essential governmental functions, and not involve gaming.

Flexible Regulatory Environment:

- Zoning. Tribes are generally exempt from local, county, and state zoning and land-use restrictions and state permitting requirements.
- Environmental regulations. Tribes can issue environmental licenses and permits in conformance with tribal and federal environmental requirements.

Social Impact Investing:

- Socially responsible investing. Unlike a privately held company, all profits of a tribal government-owned corporation go back into the tribal corporation and the tribal governments' budget, for government expenditures such as education, infrastructure, winter heating assistance, etc. Therefore, investments in tribal government-owned corporations go toward the economic empowerment of historically disadvantaged people.
- Cultural cachet. While perhaps not a direct financial advantage, many individuals and many countries (such as Germany and Turkey) have significant interest in Native American tribes and culture. Therefore, the idea of investing in or partnering with Native American tribal government-owned corporations has additional marketing cachet.

In conclusion each Native American tribe and tribal corporation has its own unique culture, values, and goals for doing business. There are many competitive advantages to investors and businesses partnering with Indian tribes and tribally owned corporations. Businesses that appreciate the uniqueness of working with tribes can thrive doing business in Indian Country, and do good while doing well.

KEY ECONOMIC PARTNERSHIPS

A Tribal Nation that is economically strong and relationship strong with regional partners contribute to the region and state.

Listed below are some of the key economic partnerships and not all of the partners that are in inter-governmental agreements with the Tribes.

- Ferry County
- Okanogan County
- Ferry County Sunrise
- Economic Development Administration
- North Central Washington Economic Development District
- Tri County Economic Development District
- Okanogan County Economic Alliance
- Okanogan County Tourism Council
- City of Pasco
- Town of Nespelem
- Town of Coulee Dam
- Wenatchee Valley College
- Eastern Washington University
- University of Washington

INTER-GOVERNMENTAL AGREEMENTS

The Confederated Tribes of the Colville Indian Reservation use of inter-governmental agreements promote economic activities with neighboring governmental organizations. This develops partnerships and collaboration of resources while the agreement enables the communities to improve the conditions of the community.

TRIBAL ECONOMIC DEVELOPMENT STRATEGIES VISION

The development of the 2017-2021 CEDS is occurring after the 2010-2016 CEDS and a major recession. The Tribe, being one of the larger timber based tribes in Indian Country, shut down two lumber mills which adversely impacted both the tribal and regional economies, but positioned itself for the future. While it is never easy to replace an industry that employs 600 people, keep operations that year-in and year-out ended up in the red was not the correct move.

By making the tough decision to close the mills, the Tribe increased its borrowing capabilities and consequently has developed a number of businesses since the 2010-2016 CEDS was initially developed.

The Tribe was able to capitalize on some of the areas Tribes generally have advantages in, specifically as it deals with State taxes. The Tribe opened Tribal Trails, a convenient store that also sells tobacco. Sales continue to exceed expectations and the Tribe opened a tobacco store at Barney's Junction. Although not adding a lot of employment, this store brings in much needed revenues to support social programs. Over the last few years have been positioning the Tribe for the future endeavors. Planning has been important in identifying where the Tribe should be investing and laying out the concepts and designs that produce shovel-ready projects to seek or use funding that becomes available.

An important element to the Urban & Regional planning process is having public involvement, and providing decision makers with ideas to address their type of issues and needs that impact their communities.

In developing the 2010-2016 CEDS, the CCT Planning Department sought the input of every legislative district on the reservation: Keller, Inchelium, Nespelem and Omak.

The primary reason a district-by-district approach was taken was twofold

1. Despite the emergent popularity of social media, it is difficult to measure the needs of the reservation as a whole. There are general meetings that take place, with the intent to bring the entire reservation together; however those are typically not well attended, with attendance being illusory as much of those in attendance are paid tribal staff & families.
2. There are existing public meetings on a monthly basis that takes places in each reservation district. Generating interest in public meetings is difficult, prior attempts at CEDS specific meetings typically met with minimal interest from the public.

The district-by-district approach was not meant to connote that economic development efforts are geared toward specific district, but is the outcome of public meetings that took place in those specific districts.

RESERVATION WIDE

The reservation-wide needs were developed from a number of sources. Throughout the year, community members approach planning, the Council and the Tribal programs with

different needs and requests that could improve their communities. Common themes within the districts have been excluded from single districts, but added in the reservation wide category. Finally, Council and Tribal program staff live within the communities and understand the needs. These needs, although not necessarily brought up in district meetings, are needs that must be addressed to allow the Tribe to go on and prosper in years to come.

Senior Center/Assisted Care

Every community identified the need to care for our elderly in this year's community meetings. This has shown up in several communities in the past and has gained momentum to show up in every community's meeting this year. We have a convalescent center no one really feels great about sending their elderly family simply due to condition as it was built years ago and does not have capacity. Also, we need a wide spectrum of care from simple check-ins daily to full board assisted living. The communities talked about different options and ideas and came to the conclusion we need a complex that covers the gamut.

Housing

Although housing was not stressed as much this year as last year, it continues to be a major problem throughout the reservation. Within the last year, Public Works has been working diligently to address the housing problem and has successfully brought many

different lenders and lending packages to offer people the chance to own their own home. This more-than-likely had the effect of causing housing to become less of an urgent issue in the minds of the community as they see the Tribe attacking the issue; nonetheless, it remains an issue the Tribe will continue to combat for years to come. A larger focus was on the mid-range housing as families with multiple incomes, or professionals are finding it harder and harder to locate suitable housing.

Lack of Youth Activity

Still a need for more youth activities. Whether it be summer leagues, more tournaments, better equipment in the community centers or skate or water parks, the youth still have very little to do on the reservation. The necessary steps have begun as there are two Boys & Girls locations established through a Co-op agreement with the Snohomish Boys & Girls Club.

The importance of providing youth activity had many more implications than meet the eye. We cannot expect youth that go off to college to want to come back and raise a family with no activities. In essence, we lose a lot of the educated youth due to no activities on the reservation. In a recent study, it was found that every 2% of college graduates you bring into the community, there is a 1% increase in economic activity. However, when a community brings a high school graduate into the community, it does not dent the economic activity. This is important to the longevity of the reservation.

Drugs/Alcohol/Crime

Drugs and Alcohol are as rampant on the Colville Reservation as any other Indian reservation. Yearly, the Tribe loses more than its share of young tribal members to car accidents, overdoses and poisoning which often leads to death. It is to the point where everyone within the community knows which houses are distributing, but there is little being done to slow it down.

Enforcement is an issue and will always be an issue as long as the leaders turn the other way. Strict enforcement has not been initiated to combat the drugs and alcohol problems on the reservation. Although the Tribe is beginning the no tolerance of drugs and alcohol, it is long overdue and not moving fast enough to show solid results.

Communications

The area encompassing the Colville Reservation is isolated, rugged, and large. Most of the reservation does not receive cell service, high-speed internet service, and some areas do not have basic phone service. Due to the geography of the reservation being able to expand the necessary infrastructure is costly even though the Tribes employ qualified staff to execute the projects.

Cell phone service has the potential to be a lifesaving service when implemented on the reservation. With many miles between towns and no cell service, accidents or wrecks

could potentially be fatal when having cell service could prevent those situations from occurring. The ability to communicate from anywhere on the reservation enhances the quality of life and encourages businesses to consider the Tribe and the communities in and surrounding the reservation as a viable option. Without the proper communication infrastructure in place many businesses overlook the Tribe.

Economically, the Tribe is able to offer high-speed internet to the different businesses and departments, but offers nothing to the community directly. The Tribe has tech centers or utilities the popup libraries in each community typically located at the community centers that allow internet access. Not being able to provide direct services to homes impacts the quality of life for the people, especially youth, needing to complete education tasks or even to spend time at home.

There is a strong need for a long range strategic plan that helps guide the Tribe along the way and opens the doors up for funding when it comes available. Currently, with no long range plan in place, the Tribe has eliminated itself from many funding sources that it would otherwise be eligible for.

The Tribe received grant funding for the extension of fiber optics from Coulee Dam to a hub in Nespelem. From that hub, it is expected the Tribe can continue to spider out throughout the reservation and hit other areas that lack broadband. The grant, however, only covers roughly 60% of the total cost which may result in a wireless

system as opposed to fiber optics. This, nonetheless, is much better than the dial-up service most people have, if any at all.

Enforcement

Enforcement of trash and underage drinking made its way into every district CEDS meetings this year. Economic Development is largely related to the community. If communities become known as communities that are unclean, it becomes a challenge to attract and retain businesses.

Business Friendly Environment

The Tribe has claimed to be business-friendly, but has minimum codes or policies that encourage fast development. Often times permitting, History & Archaeology, Public Works and other fees make small business start-up quite costly. In addition, the Tribe has a moratorium on land sales and leasing process that is slows down the development of businesses. Loans are often difficult if not impossible to get on land that is not owned by the potential small business owner so the Tribe is often placed in a challenging spot.

Wellness Center

Associated with all the drugs, alcohol and other social problems, the residents of the Colville Indian Reservation have wanted and needed a wellness center for several years. It's no secret that reservations in general have some of the worst socio-economic conditions, have some of the highest health related issues, and suffer from substance abuse higher than other populations throughout the United States. In many cases, life on reservations is comparable to life in 3rd world countries.

Having places that are for members and non-members located on the reservation need a place to become healthy, whether it's for first time health, getting healthy, or continuing their health journey. The social problems observed on reservations are only increasing during a time of recession. Mill closures, 50%+ unemployment and 50%+ poverty have had negative effects on people's state of mind. With the abundance of negative pressures simply surrounding life on the Colville Indian Reservation, there's no real safe place people can go to receive help.

Recycling Expansion

The Tribe is still considered in its infant years of establishing a well-rounded recycling program. Although the program itself has grown leaps and bounds, the residents still see a ton of potential growth, especially in areas of individual tribal members. As such, they recommended becoming a buy-back center and moving toward recycling applications that is seen in larger cities that have curb side pickups.

In addition, communities are worried about reservation clean up as a whole. Often times housing areas are filled with junk cars, metal scraps and other things that can be recycled. Establishing and expanding processes like curb side pickups, buy-backs and other strategies can improve the quality of life by having a clean reservation. Since Tribal people are historically stewards of the land, this is engrained in the people to push forward and follow the direction the community wants.

The Colville Reservation starting on January 1, 2020 adopted the code of a reservation wide ban on plastic bags. There are continued efforts to improve and protect the Tribes' most important resource and that is our land.

Improve Roads Conditions

Being isolated from the major metropolitan areas, the Tribe struggles to secure funding to properly fund and maintain road conditions. Several of the HUD. sites around the reservation and many side roads have become pothole havens and many of the roads show a patchwork of asphalt filled holes.

Also, there are several areas within 'towns' that need to be paved that are currently dirt roads. A couple examples of these would be downtown Keller where only the store and health facilities are paved while the community center, post office and school loop road are mostly dirt. Another example is the Omak area near the TANF building, I.H.S. clinic and Community Center.

KELLER DISTRICT

The Keller District is the smallest district within the boundaries of the Colville Reservation. The town is located in the interior of the reservation bordered every direction by a mountain pass and is the most isolated in terms of location to a metropolitan area. The most notable characteristic of the setting that surrounds Keller is the natural beauty on display in rugged mountain walls and green timber growth. Running alongside the town of Keller is the San Poil River that empties into Lake Roosevelt.

According to census data, there are 123 males, 111 females for a total population of 234 residents living in Keller Census Designated Place (CDP). The median age is 33.5 and the median household income is \$33,646. 52.5% of the residents in Keller CDP over the age of 16 are in the workforce leaving 47.5% who do not have a job or are unemployed. Native American's make up the majority of the residents of Keller at 65.5%, while the Caucasian population comes in second at 34.5%.

Keller is in the early stage of development with most past development being in the timber industry, construction field, some retail and a health clinic that opened in recent years. Obstacles Keller must overcome for development is extreme isolation, infrastructure needs, community activities and address social problems.

After years of doing the CEDS, it became evident that our communities are not in the same stage of growth as each other. Thus, we'd see true economic projects coming from one community and not another. Seeing the discrepancy in projects, communities

were asked to define economic development and community development prior to jumping into the prioritization process.

Keller defines economic development as projects generating revenues for the local community. Other points of their view of economic development included:

- Employment opportunities
- Economically feasible
- Infrastructure (expansion)
- Sustainable

With respect to community development, Keller defined it as having the following characteristics:

- Quality of life
- Keep the future in mind (7 generations)
- Infrastructure

In addition to discussing the community definition of economic vs. community development, the community was given several factors that could help determine a project's direction and asked to identify which factors were most important to them. From the surveys collected, the following factors were rated in this manner:

1. Sustainability
2. Cultural Impact
3. Community Support
4. Environmental Impact
5. New Job Creation
6. Probability of Success
7. Tribal Sovereignty
8. Total Investment

These factors will play an important role in determining the proper project fit for the community as the Tribe has access to a new development tool that will be discussed in further detail in section 4, “Colville Tribal Action Plan”

Daycare

Another critical piece of the puzzle the Tribe is lacking is Daycare. Although the Tribe does offer daycare in other areas, it has not caught on in the Keller District. That should stress the need for our most isolated district to have adequate daycare options for those people who do work. It was also noted due to problems in the past that the daycare facility needs to be certified with qualified individuals working. The community would like to further explore the possibility of utilizing H.U.D. and C.I.H.A. to develop daycare locations.

Housing

Housing is a major issue throughout the reservation, and critical in the Keller area. At the time of the meeting, there were no non-HUD housing available and only 1 identified rental. It is challenging for projects to develop when there are limited resource of people available. It's hard to even begin remotely speaking about economic development when there is a housing shortage for the current residents. Furthermore, there is property available for sale within the town of Keller. Currently there is one developable property without having to add new infrastructure. The property lies between the store and the health facility and would be a nice addition to the land inventory of either the Tribe or CIHA.

Transportation bus/van

Vans have quickly found their way into the districts of the reservation as they offer flexible transportation scheduling & routes. The district would like the Tribe to look into more flexible transportation. Set routes won't work as well as flexible routes for this highly isolated district. The community would like to see transportation planning around people's work, medical, regional events, connecting shuttles, etc.

Agriculture: The Keller district is very conducive to agricultural ventures. The community would like to see the Tribe invest in more agriculture-related activities and take advantage of both vacant land suitable for agricultural development and to take over leases that the Tribe could manage and put both tribal and community members to work. There is still a vast need to agricultural products and the community felt the Tribe

could take advantage of a resource it has sitting available as well as utilize water rights given to the Tribe.

Road Conditions

Another transportation issue the community would like addressed in the road condition all throughout Keller and the H.U.D. housing units. The road conditions around the area are full of pot holes and many roads the community feels should be paved, and have voiced their opinions about in the past have not been done to date. The community would like the Tribe, Roads and C.I.H.A. to make it a higher priority to repave the area.

Broadband: In line with the distant learning opportunities, the Keller district must first receive broadband. Many residents in the valley are unable to get the most basic dial up internet services nonetheless broadband. With President Obama's stimulus plan, there's a major emphasis on broadband access to underserved areas...well Keller in unserved.

Cell Coverage

Again, infrastructure seems to dominate the community's discussion. Being an isolated district, the community only has 3 "hot spots" that receive cell phone coverage. This is a major liability when it comes to emergency response.

Library/Learning Center: The community would like expansion of their current library and more of a learning center atmosphere associated with it. At one point in time, the

library was up-to-date with the needs of the community. With modern day technology, the community would like to see an upgrade to fit today's needs.

Mechanic/Tire Shop: Being centrally located on the Reservation, the community felt it could take advantage of the rough terrain and harsh driving conditions by developing a mechanic & tire shop that really focused on taking care of logging trucks and GSA vehicles.

Outside Basketball Court

The Community would like a lighted, outdoor basketball court to offer activities during the non-working hours of the Community Center. This court will be developed into a family area with bleachers, picnic tables, etc.

Reader Sign at Community Center

The Community would like a reader sign, either electronic or manual, to be located outside the Community Center to aware the public of happenings.

Lawn / Landscaping

The community would like to see lawn and landscaping at several areas including the longhouse, the head start building and throughout the town to give it a nice appearance.

Boat Ramp

The community would like to see the feasibility of a boat ramp looked into at the Keller Park. Although limited available room, a boat ramp could allow access to a Lake that has few access points in the area.

Fire Protection / Volunteer Fire Department

Again, being so isolated, emergency response time is often 1 hour +. Any structure on fire during this time has no chance at survival. The community would like the Tribe to again look into the feasibility of having a fire truck stationed at Keller, having a satellite office in Keller or having a volunteer department in Keller.

HUD Parks/Bike Trail

The community would like further development of park areas within the HUD units as well as walking/bike trails connecting them with the ‘downtown’ area of Keller. HUD units, being up to several miles away from the downtown area, often have citizens simply walking down the highway to get to the main functions of the town. The community would like gathering areas brought to the HUD areas as well as a safe connection to the gathering areas within town.

INCHELIUM DISTRICT

The Inchelium District is the furthest from the headquarters of the Colville Reservation at the Agency in Nespelem. Sharing many characteristics with the town of Keller,

Inchelium is nestled in between mountain passes nearly every direction and Lake Roosevelt to the East. Much of the surrounding areas are woodlands and agriculture lands. This has proven to be an obstacle in both emergency services response time and economic development ventures due to the low population density and lack of adequate infrastructure.

According to census data, Inchelium has 217 males, 192 females for a total population of 409. The Inchelium Valley, however, has closer to 2,000 people that would generally classify themselves as being from Inchelium. The median age is 38.3, drastically up from the 32 in 2010 and median household income is \$37,574. 52.9%, or 181 people over the age of 16 are in the labor force leaving 47.1% who do not work or are unemployed. Native American's make up the majority of Inchelium at 78.5% while non-minorities come in second at 14.2%.

I

Inchelium is in its early stages of development and has a general need for the infrastructure that would nurture an economic environment. Key characteristics that define Inchelium are a caring community, country life and determined individuals focused on community development and betterment. Challenges that face the Inchelium District in economic development is the isolation from major cities, mountainous terrain, poor road infrastructure, and, no major form of transportation and infrastructure system stresses that often result in no power, water restrictions and limited IT capabilities.

Inchelium defined Economic Development as:

- Living wage jobs
- Bring outside dollars in

In addition, they identified community development as

- Water
- Parks

In addition to discussing the community definition of economic vs. community development, the community was given several factors that could help determine a project's direction and asked to identify which factors were most important to them.

From the surveys collected, the following factors were rated in this manner:

1. New Job Creation
2. Sustainability
3. Cultural Impact
4. Community Support
5. Environmental Impact
6. Probability of Success
7. Tribal Sovereignty
8. Total Investment

These factors will play an important role in determining the proper project fit for the community as the Tribe has access to a new development tool that will be discussed in further detail in section 4, “Colville Tribal Action Plan”

Inchelium’s priorities are as follows:

Afterhours Gas / Diesel

Currently, the community has no afterhours place to get gas. Additionally, there is no place in Inchelium to get diesel. The community felt a need for both services offered, and both services offered afterhours.

Youth Activity

The community felt there is not enough activities to actively engage youth and prevent them from falling into unwanted activities. The suggestions that arose in the discussion were the Boys & Girls club. In addition, starting both boys & girls scouts would be activities the community would like to see in the future.

Health Facility Expansion

The Health facility, although knocked for its original size, has hit capacity. The manager has to tell providers “no” as she has no room to put them. In addition to general office

space, the community is in need of an expansion of this facility to handle the professional health staff that services the community.

Strip / Outlet Mall

The communities of the reservation are really making a push at these this year. All communities that brought this up, however, are looking more toward a traditional incubator model where entrepreneurs can be given commercial space at a fraction of the going market rate. If the Tribe were to build and staff these malls, the community feels people would respond with small businesses, thus loosening the hardship on the Tribe for various businesses.

Building / Office Space

This project could be combined with the idea above, however, the community realizes there is a real need for office space that is safe and up to code. They feel having meeting places available to rent would allow the community to hold many of the meetings they can't hold now due to office infrastructure.

Increased Thinning & Other Timber –Related Contracts

The community members felt there is still a lot of work going on out in our woods, especially with settlement dollars coming in for reforestation and other issues that have

negatively affected our land in association with the settlement dollars, the Tribe should increase contracting to help better our land, forests, and waterways.

Resource Building

This building would be geared more toward the working public than non-workers. The thought behind this building is to decentralize the work that must be done at HQ. By developing something similar in each district, the Tribe would save the community workers thousands of dollars and potentially have a more rested employee base with higher morale. This, along with “building/office space” should be technologically focused and offer telecommuting as an option for the employees that live the farthest away from our HQ on the Nespelem campus.

Extended Community Center Hours

In response to the lack of after hour activities, specifically for youth and to combat the ever present drug problem of the reservation, the community would like to see the Center extend its hours to night & weekends. It doesn’t make a lot of sense to have the community center open all day when kids are at school only to close it shortly after they get home. This leads to idle hands.

Alternative Location of Meetings, Funerals, etc.

Space is an issue in all communities. It is never so apparent than during funerals. Funerals take up our community centers for 3-4 days at a time. Again, looking at some of the reasons to have the community center open from above, it makes sense to try and build alternative places where things such as meetings, funerals, summits, etc. can be held to keep the community centers open for the public.

Yearly Event

Inchelium has had success in the past putting on yearly events in the form of a triathlon-type event. They would like to attempt another yearly event similar to Hoopfest. Although basketball might not be the sport, the likeness of a Hoopfest type event could potentially bring in some needed outside dollars.

Outside Business Attraction

The community understands the need to bring in outside business to get the economy rolling in Inchelium. For years, the Tribe consistently reduced businesses in the area to the point where there is a limited amount of jobs available in the community. As such, the community would like to see a focused effort on bringing in outside businesses to operation within the reservation boundaries.

Telecommuting Building

Associated with the concept of decentralization, the community would like to see a building with telecommuting options. This could potentially save community members thousands of dollars in travel expenses and wasted time traveling. By being able to simply stay in Inchelium to work, an average employee could save 260 hours of travel and 17,600 miles annually.

Lodging/Cabins/Rolling Huts

The community would like to see more lodging in the area. Lodging, in this rural setting, would make more sense as cabins vs. the more traditional hotel model. Infrastructure shortfalls could short circuit an attempt to build a hotel/motel, however the infrastructure systems can be improved to the point smaller cabins don't tax the system as much as a larger facility. Another concept was to buy "rolling huts," a concept a community member got from the Methow Valley where studio huts are set on wheels and can be moved from time to time to prevent wear out of an area. These appear to utilize propane for power and do not have running water but provide a place to sleep for fisherman and other outdoor enthusiasts. Options are endless and can include being moved around a centralized area that has restrooms, showers, etc., or simply placed out in isolated areas for the end-users.

Rainbow Beach Resort Expansion

In association with the expansion in lodging in general comes the want to expand our resort. Rainbow Beach Resort is virtually full every year and takes sometimes a couple years in advance to reserve spots. Knowing this, a semi-aggressive expansion plan of 3 cabins per year would continue to be full and bring more money into the community.

Outdoor Recreation: Inchelium has come the farthest with the realization that in order to take advantage of outside dollars, we must open our reservation up to tourists.

Inchelium thinks outdoor recreation could be a great marketing tactic to get more people, thus dollars floating around on the reservation. Our greatest strength is easily our resource base. This base opens up activities such as hiking, mountain biking, skiing, snowmobiling, etc. The community would like to see more of a focus on this.

Tour Services

This has been discussed time and time again. However, there were great discussions going on about the distinction between businesses that would make sense for the Tribe to run and businesses that make sense for individuals to run. Depending upon the scope of tour services, this project can be taken on by either or both.

Inchelium Bridge

There is, and has been, a push to get a bridge to replace the ferry system in Inchelium. Obviously this would greatly improve our ability to attract outside people into the

reservation. The community wanted to show their support for continued efforts on this bridge project and doesn't want to see momentum die down.

Communications

The community illustrated a need that wasn't being filled. In particular, the community would like to see a place where communications can be handled. This place would include access to broadband as well as printing and copying services.

Mid-level Housing: Housing, especially for those that don't qualify for HUD (low income), or those not looking for higher-end, retirement-type houses, are far and few between. There is a desperate need for mid-level housing to accommodate the working class people of Inchelium.

OMAK DISTRICT

The Omak District is the highest populated district among the communities of the Colville Reservation. More than half of Omak falls just outside the reservation borders as the reservation extends West until the Okanogan River. Although the community of Omak is starting to see economic development progress, much of it has been off reservation for the most part.

Much of Omak's surrounding area would be considered dry, arid land. The business environment has changed since the last CEDs with the closure of both Colville Indian Precision Pine, and Colville Indian Power & Veneer. The East side of Omak sees more

small business development than the other communities on the reservation in small markets and parking stores and car lots.

According to census data, 2,305 males and 2,540 females for a total population of 4,845 make up the residents of Omak. The median age is 38.6, up 3.6% since 2000 and the median household income is \$30,393. 59% or 2,065 people over the age of 16 are in the labor force leaving 41% who do not work or are unemployed. The White population makes up the majority of Omak at 71.1% while Native Americans are second at 17.4%. Omak is a little further in the process toward economic and community development in infrastructure compared to Inchelium or Keller. The town offers a sewer system that still has some capability for expansion and a water system that can handle much more expansion. It still suffers many of the same social problems however.

Some obstacles to economic development for Omak include social challenges, business climate and scarcity of developable land. Although there is plenty of quality land surrounding the East side of Omak, individual tribal members own much of it, which makes business opportunities less available.

Omak felt economic development meant:

- Sustainable Communities
- Maintenance included in Planning/Implementation phases
- Renewable Resources
- Jobs

- Goods & Services
- Bringing in money

This differentiated from their opinion of community development as they felt community development was more:

- Infrastructure
- People
- Jobs
- Healthcare

In addition to discussing the community definition of economic vs. community development, the community was given several factors that could help determine a project's direction and asked to identify which factors were most important to them.

From the surveys collected, the following factors were rated in this manner:

1. Tribal Sovereignty
2. New Job Creation
3. Sustainability
4. Total Investment
5. Probability of Success
6. Environmental Impact
7. Cultural Impact
8. Community Support

These factors will play an important role in determining the proper project fit for the community as the Tribe has access to a new development tool that will be discussed in under the “Colville Tribal Action Plan”.

New Business Attraction

Omak is in a position of strength as majority of the infrastructure is in place; the community would like us to proactively seek outside business to operate on the Colville Indian Reservation in the Omak District. The community would like to see the Tribe put emphasis utilizing the rail in terms of attracting businesses needing to haul product out to distribution hubs/centers. In addition to business attraction, the community felt there is a large need to not only own all businesses that come it, but to lease land and capitalize on simple leasing & related employment opportunities and reducing the Tribes risk by having outside businesses come in and work on the Reservation. All and any business opportunities where they are a startup or franchise are welcomed to the community. Reducing the risk to the Tribes is one of the major concerns for this community so any businesses that don't need to be owned 100% by the Tribe would still be supported like they were 100% owned by the Tribe.

Develop Tax Code

The community realizes the potential of the creation of tax codes on the Reservation. The Tribe is currently not up-to-date with both tobacco and gasoline tax codes that other

tribes have taken advantage of. In addition, they felt we need to further develop tax codes on recreation and businesses that still keep the area luring to guests, but also provide economic opportunity for the Tribe to expand on things such as landscaping, roads, etc. The Tribe has taken a step in developing the Hotel Tax code that went into effect in 2018.

Road Projects

The community would like to see the Tribe look at making business roads and haul roads similar to ones you see in larger metropolitan areas. Trucks entering and leaving the Tribe's mill must navigate through residential neighborhoods with full loads. This is very dangerous to the community, especially the kids that often frequent the streets playing basketball, tag, etc. In addition, they would like heavy load regulations set in the residential areas of East Side Omak.

Specialized Economic Development

The community wants the Tribe to entertain utilizing specialized economic development strategies. As we've seen with the timber market, raw products fluctuate too much on supply and demand, more so than finished products. Such specialized projects recommended are things like specialized concrete operations, tribally-owned or contracted long and short haul operations, reinforced and structural steel operations,

Warehousing, Inventorying and Delivering operations, and specialized agricultural products such as the suggested catnip.

Technical/Trade Schools & Training

When looking at either attracting outside business, leasing to businesses, or franchising, there is a need for technical and trade skills. It's not always easy to market to businesses with a narrowly focused labor force. With a variety of skills and trades available, the local labor force, thus market becomes much more marketable. Closely related to the technical and trade skills would be training for young business people. Whether it be a push to get programs in schools, or simply a small business school focused at high school or college level students, it would make the area more friendly to a variety of potential businesses.

Tourism

The community understands a thriving economy is one that brings outside dollars into the community. There are a number of tourism related activities that can accomplish the goal of bringing outside dollars in. The community would like to enhance the rodeo grounds to be more aesthetically pleasing. The community would also like to see an RV & Truck stop in the area as there is very limited truck stops on a heavy load corridor. Finally, the community thinks a water park with a focus on keeping things within the natural landscape could float in the area. The final aspect discussed heavily in the

Omak CEDS meeting associated with both tourism and economic development was lifting the moratorium on “no developing” around Omak lake. The community felt that would be the perfect location to do things such as the casino, water sports, rentals, cabins, etc.

Hotel / Casino / Destination Resort / Golf Course

The community can see the same trend anyone looking at Indian Country can. The destination resort is the wave of the future. One must build something that can have a family on location and doing multiple activities. It doesn't make sense to build just a casino anymore and try to gain 1 tourist from a family when you can create a destination resort and potentially gain as many tourists as there are family members...simply by offering something for everyone. This is the only model a golf course can be successful in this day and age. As golf courses are starting to shut down nationwide, the ones that remain open are the ones tied to other activities such as the destination resorts.

Outlet Mall / Incubator

Omak is another community that would like to see an incubator model be placed in the area. They feel there are a number of entrepreneurs that are close to going into business that this might push them over the edge to plunge into their business. Capital costs are a factor whether a business will succeed or fail, but even get off the ground. Eliminating or minimizing the upfront costs, entrepreneurs can focus on developing their

business for the first couple of years and generating enough cash to transition themselves into their own building.

Store & Gas Station in East Omak

The community members would like to see the Tribe be more active in their most populated district and add retail to the reservation side of Omak. The current gas station has served the area well for years, but with the Tribe's advantage especially concerning the taxation of gas, the community feels the right time for the Tribe to step in is now.

Market the "Native Experience"

Often times in today's fast-paced environment where the all might dollar is king, the Tribe forgets its roots and simply develops like any outside company would. Although this may be the way to get the most revenue, it's also a way that helps us loose our identity. We must market the Native Way to people coming in from the outside. They are not coming in to the reservation to see Walmarts, they are coming to see and experience the people and their way. We must build everything with this in mind and name them in our language.

Local Events

While every neighbor around the reservation experience multiple events a year, the Tribe has really only 1 large event in each district. The community expressed that the Tribes need to do more of this as it's usually less costly than development and generally brings in as much money as other areas. Blues Festivals, Farmer's Markets, triathlons, concerts, motor cycling, etc. are all activities that have been shown to be successful by our neighbors, and this is an approach the Tribe could potentially take.

Cultural Center

Again, the community feels we need to market the Native Experience. Doing so means showing off our history via museums. A cultural center in Omak makes sense as it's the Tribe's largest population base as well as the best transportation hub of all our districts. The community would like to see all bands represented in this Cultural Center.

Local Business Purchases

The community would like the Tribe to be more proactive in seeking out businesses to buy in the local market. Timing is right to take advantage of a down economy and potentially buy businesses as far less than market value. Also, there are a number of vacant businesses and facilities that the Tribe could look into.

Utilize Rail Better

With rail being so much cheaper than truck transportation, the community would like to see the Tribe utilize it more. Fact is railways across America are turning into walkways. Locally, the community is able to look at Republic's economy as it suffered a loss with the relocation of their rail. If it isn't used, or underutilized, there is an increase in that it will be lost and may not recover.

NESPELEM DISTRICT

The Nespelem district is centrally located on the Colville Indian Reservation and is the headquarters of the Tribe. It encompasses both the town of Nespelem and the Nespelem Agency campus. With much of the business coming from its headquarters, the assumption can be made most economic and community development has been done here, but that does not necessarily hold true. In some areas, Nespelem is ahead of other districts, yet in others it falls behind.

The climate of the Nespelem district is one of potential as it strives to develop into a desirable place to run business and raise a family. However, there are social problems that must be met before the desired atmosphere is reached. Much of the social problems within the Nespelem district can be changed and corrected by focusing on the youth and next generations. The revitalization of the Town of Nespelem will play a pivotal role in changing the narrative.

According to enrollment data, 135 males and 118 females for a total population of 253 make up the residents of Nespelem and the Nespelem Agency. The median age is

34.5 and the median household income is \$36,875. 55.2% or people over the age of 16 are in the labor force leaving 44.8% who do not work or are unemployed. Native Americans make up the majority of the population for Nespelem at 93.7% while the white population is second at 4.7%.

Nespelem has the most national known history due to the fact it is the final resting grounds of Chief Joseph of the Nez Perce. Although nationally known, it does not foster an environment for economic development or tourism yet. Again, going back to the theme or challenges for the Colville Reservation, social problems and infrastructure seem to be barriers here.

When discussing the difference between economic development and community development, the Nespelem community felt economic development referred to:

- Something (A project, department, company etc.) to make money
- Jobs for the unemployed

This differed from their views on community development as they thought community development was more:

- Based upon non-economic community needs
- Infrastructure

In addition to discussing the community definition of economic vs. community development, the community was given several factors that could help determine a project's direction and asked to identify which factors were most important to them. From the surveys collected, the following factors were rated in this manner:

1. Probability of Success
2. Sustainability
3. New Job Creation
4. Tribal Sovereignty
5. Total Investment
6. Cultural Impact
7. Environmental Impact
8. Community Support

These factors will play an important role in determining the proper project fit for the community as the Tribe has access to a new development tool that will be discussed in further detail in section 4, "Colville Tribal Action Plan"

New Tribal Building & Training Center

Although a new Tribal Building named "Lucy Covington Government Center" has been completed, it doesn't negate the fact the community recognized the need for such a building and the dire need for meeting and training space.

Irrigation District

The community it was a good concept to develop an irrigation district to fully take advantage of our water rights and exercise our tribal sovereignty by establishing the controlling body of water use on and around our Reservation.

Mid-Level Community Center

There is a need for a mid-range community gathering place or center. Currently, we can use the church or longhouses for smaller events, or the community center for larger events. There is nothing for mid-level events such as funerals, meeting space, etc. This results in the community center being shut down to the community for up to 3 days for funerals. While wanting to respect family wishes of the deceased, it still causes a break in activities the community and youth can be doing when the center is closed for such situations.

Develop and Nurture Revenue Streams

The Tribe already charges for various services such as cattle grazing. However, when compared to across the river, the discrepancy is large. This is believed to lead to Tribal members taking on non-members cattle for grazing, non-members taking advantage of reduced prices, and plays havoc pitting cattle ranchers against hunters. In addition to these revenue streams we've already got developed, the community would like to see

us develop more revenue streams places like cities, towns and even the state and federal government get into such as parking, boat launching, etc.

Cell Towers / Coverage

The community would like to see more cell towers built to add coverage to multiple areas throughout the reservation. Not being able to contact emergency services in remote areas on the reservation causes great concern to our leaders. No one wants to be in a situation where they are stuck without help so upping our cell phone coverage via towers could potentially save lives.

Housing

Housing is always an issue in all districts. Even though Nespelem just received 20 more units through the Colville Indian Housing Authority's project at White Buffalo Meadows, housing is still an issue. In addition to the lack of housing being an issue, the community wants more effort in enforcing site and sound nuisances.

Dump / Transfer Station

The community has been somewhat spoiled for many years. They were able to use their transfer station as basically a dump. However, due to EPA concerns, much of the services that were provided are no longer in existence. Instead of being able to dump a

couple miles away from their house, they are now required to travel 35 miles over a mountain pass to get rid of trash. This has led to an increase in illegal dumping sites around the reservation.

Senior Complex

This issue is coming up more and more as the dilapidated convalescence center continues to age. The community would like to see more than a simple convalescence center though. They would also like to see assisted living housing and medical personnel at this location. Physical therapy, swimming and water aerobics could be accomplished with a therapeutic pool for the elders in this complex.

Outlet Mall

This community, unlike the other communities, wanted a strip mall set up for local vendors. They feel that the current talent would fill space in a strip mall.

More Learning Opportunities: The community sees the start of a great higher learning system, but would like to see it expanded. Although the college is in place on campus now, there's not a lot of variety yet in terms of potential degrees or certificates.

Eventually the community would like to see a full college campus on the reservation, but encourage the Tribe to keep increasing the opportunities available.

Local Artists Outlet in Cultural Center / Museum

The community would like the Tribe to build in space for local artists in the current museum, as well as keep it in mind for the future when the Tribe decides to build its cultural center.

Tribal Bulk Fuel

Community members have heard the Tribe discuss bulk fuel options for the last several years and want the leadership to pull the trigger on the project. Whether it's a closed or open system, bulk fuel would be very beneficial to the Tribe. Establishing it under a federally recognized corporation would allow us to escape Federal Taxes as well as the State taxes we currently escape. In addition, if this were to be built on the rail, transportation savings could be realized as well.

Research Satellite Casinos on Allotments off Reservation

The community felt there is a need to look outside reservation boundary lines when researching satellite casinos as approved by the State compact. With the possibility of 3 other smaller casino developments, places like Leavenworth, Tonasket, Moses Lake, etc. should be heavily favored as it would be access to new markets.

Bait Shop

The community would like to see the Tribe invest in more of a bait shop than what's currently supplied at the local trading posts. They'd like to see it developed closer to the users, possibly down along the highway toward Rufus Woods.

Bottled Water

The community would like the Tribe to investigate the feasibility of producing our own bottled water. After discussions about the Yakima Juice operation, the community was willing to develop or own brand and have them manufactured out of the Yakima Juice plant.

Culture Center

The community would like to see a culture center similar to the ones other Tribes are building. They feel developing a culture center would go a long way toward bringing outside people in.

DEVELOPMENT OF STRATEGIES & IMPLEMENTATION

The Tribal Planning process involves establishing goals to carry out stated objectives; developing strategies to realize the established goals; implementing projects and programs to fulfill strategies; and to evaluating the performance of the process in relation to certain criteria.

Planning for Reservation development also includes assessing the interrelationships and interactions of the cultural, political, natural, social, legal, economic, and other key elements of the Reservation.

The following procedure is universally utilized in the planning field as well as in other disciplines and involves the necessary steps, including:

1. Define and describe the Reservations' socio-economic conditions. Information must be gathered concerning the area's assets and liabilities.
2. Forecast or estimate general trends for future development. The negative and positive characteristics of the Reservation are tabulated. Then, realistic and practical outlooks for the future must be determined.
3. Set general goals and strategies. At this stage, the Reservation's wants and expectations for development come into play. To reach the stated goals for development, strategies must be developed which will result in expected or desired targets or outcomes.
4. Study alternative plans of action to reach goals and strategies. The area's strengths and weaknesses are measured in greater detail at this point. All possible and practical means of meeting goals are identified in relation to resources available.
5. Select preferred alternatives to guide development priorities by correlating the Reservation's resources with Tribal goals. In this manner, development strategies will make the best use of local socioeconomic circumstances or conditions.

6. Develop an implementation plan. Here, the selected strategies are spelled out in greater detail to include what, where, when, who, and why. Plan should be drawn out in enough detail to initiate the programs and projects chosen for development.
7. Implement the plan. At this stage, sufficient information should be available to assure that the strategies are put into action. In reality, plans and designs are of little value if not put into use to improve the local environment.
8. Evaluate the plan. This step measures the level of success that the Reservation experiences in achieving stated objectives, goals, and strategies according to specified criteria. Standards of performance will detect strengths and weaknesses associated with development, planning, and implementation. Evaluation must be continual. This allows pinpointing problem areas that may be corrected before reaching the “point of no return”. Evaluation also provides comparative information, which may be used for future goals and strategies for development.

The Planning Process is ongoing and dynamic. To allow for changing factors and circumstances, the process is repeated over and over again. Obstacles and opportunities rise and fade according to market openings, financing sources, new directions, and other pertinent events or conditions of development.

CEDS ACTION PLAN

ECONOMIC RESILIENCE

The Tribes' economic resilience comes from the infrastructure and risk mitigation.

Natural Disasters for the region are common and the creation of the emergency management plan plays an vital role in ensuring infrastructure are protected to prevent loss of businesses and anchor institutes. In 2012, a Severe Storm wiped out power and water service to two tribal communities and flattened miles of power poles in Ferry County. The Devil's Elbow Fire in 2014, the Okanogan Complex Fire in 2015, and the Williams Flat Fire in 2019 caused millions of dollars in damage to fiber lines, power lines, roadways, livestock, and homes. The region is also known for its harsh winters which cause significant flooding and road washouts in the spring, which require regular maintenance and costly repairs. The ability to collaborative with regional partners to share resources only improves the chances of success but also become economically feasible. Obtaining technical assistance in the form collaborative resilience planning improves maintenance schedules, and communication channels within the region.

The collaborative approach can help create a project prioritization list for the region to address common structural concerns, including the roads infrastructure (i.e. repairs and maintenance), water quality/sewage water mitigation, broadband infrastructure resiliency, expansion and improvement, and emergency radio communications network.

In addition to the infrastructure and risk mitigation being key pieces for economic resilience the Tribal economy relies on public and private investments for maintaining

the growth of investments. The Confederated Tribes of the Colville Reservation location serves as the center point for the twelve bands. Broadband impacts the potential for growth within the region. The Colville Tribes' has private investment opportunities that generate jobs for the Tribe and the region. The jobs generated assist in breaking generational poverty, and help with the workforce development initiatives started by the Tribes.

SETTING PRIORITIES

In order to respect the input from the communities throughout the reservation, Colville Business Council accepted the 2011 - 2012 Community Economic Development Strategies through resolution as put forth by the planning department that represents the priorities the communities of the Colville Indian Reservation want to see action upon. These priorities do not replace the overall priorities the Colville Tribe have been working on from others set forth in previous years CEDS document, but complements and adds to them.

In order to help decision makers set direction, the Tribal Planning Department will implement OptDev. OptDev is a decision support software tool the Colville Tribe helped develop with OpTek Systems, Inc. and Spirit of the Sun. OptDev software relies on simulation through standard Monte Carlo techniques to perform the optimization.

Unlike other tools used for economic development planning, OptDev incorporates both financial and non-financial criteria which are heavily favored by the Tribe as we've got things that other entities don't necessarily have to take into consideration such as Tribal

Sovereignty and Cultural Impacts of development. OptDev was designed with the following principles in mind:

- Investment goals will vary by community and by entrepreneur so it allows each user to determine custom variables to be analyzed by the tool. Goals may be financial or non-financial.
- Risk is inherent in any investment decision, but may be due to macro-level external factors, project-level risks, or a combination of both. The software takes into account these risk permutations.
- Investment decisions are often linked to other investment decisions. For example, an entrepreneur may not invest in a hotel development if the Tribal government does not build its cultural center, or an entrepreneur may be looking at two potential sites for a hotel, but can invest in only one. This software accounts for these dependencies and exclusivities inherent in development and investment decisions.

With the new priorities in this CEDS document, along with added emphasis on priorities from past CEDS documents, the Council, Planning Department and other Tribal staff can focus efforts to satisfy the immediate needs of the communities as well as plan for the future needs as stated by the different districts.

FUTURE PROJECTS

The Confederated Tribes of the Colville Indian Reservation have a list of future projects forecasted for the next five (5) to ten (10) years. The projects listed below are projects

that are in different stages of such as pre-planning stages even to ground breaking activities soon.

- Omak Clinic
- Omak Head Start
- Omak Wellness Center
- Inchelium Wellness Center
- Senior Meal Sites (Omak & Inchelium Locations)
- Nez Perce Longhouse
- Economic Indicators Project (Legislative Database)
- Population Study (Blood Quantum)
- Broadband Infrastructure
- Communication Systems Infrastructure
- Roads & Transportation Infrastructure
- Energy Efficiency Projects (Woody BioMass, Solar Power, Wind Power, Hydro Power, etc.)
- Tribal Utility
- Recreation Sites Improvements
- Tourism Plan Update
- Energy Plan Update
- Housing Development Sites

EVALUATION – PERFORMANCE MEASUREMENTS

The Planning Department has become more stable and is seeing positive results from the stability. The Planning Department is implementing a CEDS Strategic planning group that will be responsible for providing an evaluation on an annual basis of the existing CEDS and recommended changes to the program structure for future success.

The CEDS Action Plan identifies a measure for each task. Besides those very specific measures, track and analyze data for the following categories for each economic development project that is undertaken by the Tribe:

A. Number of Jobs

- Those retained; created and upgraded (the latter could be those who were previously under employed, for instance an accounting graduate working as office assistance)

B. Funds and Resources

- Grants, loans, including lines of credit and guarantees, subsidized interest rates, equity, contributions of land or goods (example: donation of land to the Tribe for a new adult assisted living facility)

C. Changes in Economic Environment

- Changes in industries that are growing or shrinking; changes in interest rates; changes in business operating costs, such as health insurance, workman's comp, etc.

D. Changes in Social Environment

- The demand for certain services, such as drug and alcohol counseling, food assistance, decreases as economic development activity increases, and then those positive effects on the Tribal community will be noted.

Any or all of these metrics may have something to say about a particular project or the overall operation of the Tribe in the realm of economic development. Tracking them will create a compass for taking best advantage of what is working for Tribal economic development and altering or eliminating what is not.

WORKS CITED/REFERENCED

- 2012-2016 Community Economic Development Strategies Colville Tribes
- 2015 CCT: DOT Long Range Transportation Plan
- 2016 CCT Planning Parks and Recreation Plan
- 2015 CCT Forest Management Plan
- 2006 CCT Cultural Resource Management Plan
- 2015 CCT Soil and Water Management Plan