SUSTAINABLE COMMUNITY
MASTER PLAN

SPOKANE TRIBE
OF INDIANS

RESOLUTION
Spokane Tribal Resolution 2014-219

2014 UPDATE OF THE SUSTAINABLE COMMUNITY MASTER PLAN

WHEREAS, the Spokane Tribal Council is the duly constituted governing body of the Spokane Tribe by authority of the Constitution of the Spokane Tribe; and

WHEREAS, under the Constitution of the Tribe, the Spokane Tribal Council is charged with the duty of protecting the health, security and general welfare of the Spokane Tribe and all reservation residents; and

WHEREAS, the Spokane Tribal Business Council recognizes the need for long-term comprehensive planning to assure the sustainability and viability of the Tribal community; and

WHEREAS, the 2014 update of the Sustainable Community Master Plan was out for a 14 day comment and review period; and

WHEREAS, the 2014 Sustainable Community Master Plan is the official community driven planning document of the Spokane Tribe, supporting tribal decision making of planning efforts; and

WHEREAS, the Spokane Tribal Business Council has reviewed the 2014 update of the Sustainable Community Master Plan and affirms that the plan is a living document and will be updated as needed and no less than every 3 years; and

NOW, THEREFORE, BE IT HEREBY RESOLVED by the Spokane Tribal Business Council meeting in Special Session this 19th day of May, 2014, that the Tribal Council does hereby approve the 2014 update of the Sustainable Community Master Plan as the Tribe's Comprehensive Master Plan effective immediately.

Certification

The foregoing was duly enacted by the Spokane Tribal Business Council on the 19th day of May, 2014, by the vote of 5 for 0 against and 0 abstain under authority contained in Article VIII of the Constitution of the Spokane Indians ratified by the Spokane Tribe on November 22, 1980.

Chairman
Spokane Tribal Business Council

	Yes	No	Abstain	Absent
RP	x			
CE	x			
CW	x			
GA	x			
GH	x			

Spokane Tribe of Indians

Sustainable Community Master Plan
2013
Tribal Resolution

Adopted by the Spokane Tribal Business Council
Spokane Tribal Resolution 2013-241
Wellpinit, WA
Effective May 10, 2013

www.spokanetribe.com

Project Overview

In October 2010, the Spokane Tribe was awarded a U.S. Department of Housing and Urban Development (HUD) – Community Challenge Grant to pursue a 3 year sustainable planning and implementation project. The Tribe proposed to establish a much needed planning foundation and develop additional tools to inform decision making. The project was conducted in two 18 month phases to complete the following objectives.

Phase I Objectives:

- Vital Statistics Program
- Create a Socioeconomic Profile
- Create the Sustainable Community Master Plan (SCMP)
- Identify energy efficient and Plateau culturally relevant housing options
- Develop a Community Participation Policy
- Zoning Codes
- Building Codes

Phase II Objectives:

- Develop and Implement the Strategic Action Plan
- Collaborative and Coordinated Funding
- Identify and seek funding sources that implement the SCMP

The project would further promote HUD's Six Livability Principles to increase efficiency, effectiveness, reduce household and government costs. This would be accomplished by protecting the environment while investing in current communities that provide healthy and safe multi-modal transportation and access to mixed-use housing options near economic centers.

The community was the core driver of the project. They were engaged throughout the project to reduce marginalization and increase participation. The plan's goals directly represented the input gathered from the community. The plan also highlighted the planning process, the issues and challenges, and provided recommendations to overcoming these barriers. The SCMP connected a shared vision with the basic planning elements and sought alignment with other existing tribal plans. More importantly, the plan provided transparency and strengthened the Tribe's sovereignty by informing federal, state, and local governments and agencies of the Tribe's self-determined outcomes.

The efforts of the Tribe's HUD Community Challenge project have proven effective and successful. As a direct result, the Planning and Economic Development Department has taken ownership of this plan to provide oversight of all planning activities and the implementation of its strategic action items. Other Tribal departments have embraced the project as well and in coordination will carry on the momentum of project initiatives to improve the overall quality of life.

Statement from the Funding Agency

The work that provided the basis for this publication was supported by funding under an award with the U.S. Department of Housing and Urban Development. The substance and findings of the work are dedicated to the public. The author and publisher are solely responsible for the accuracy of the statements and interpretations contained in this publication. Such interpretations do not necessarily reflect the views of the Government.

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All Others:

U.S. Department of Housing and Urban Development, U.S. Environmental Protection Agency, and U.S. Department of Transportation, City of Spokane, Eastern Washington University (Urban and Regional Planning Department), Kim McCollum (HUD), Abby Hall (EPA), Ben Cabildo (AHANA), KYRS – Thin Air Community Radio Inner Tribal Beat, Spokane Tribal Network, Empire Health Foundation, and the Colville Planning Department.

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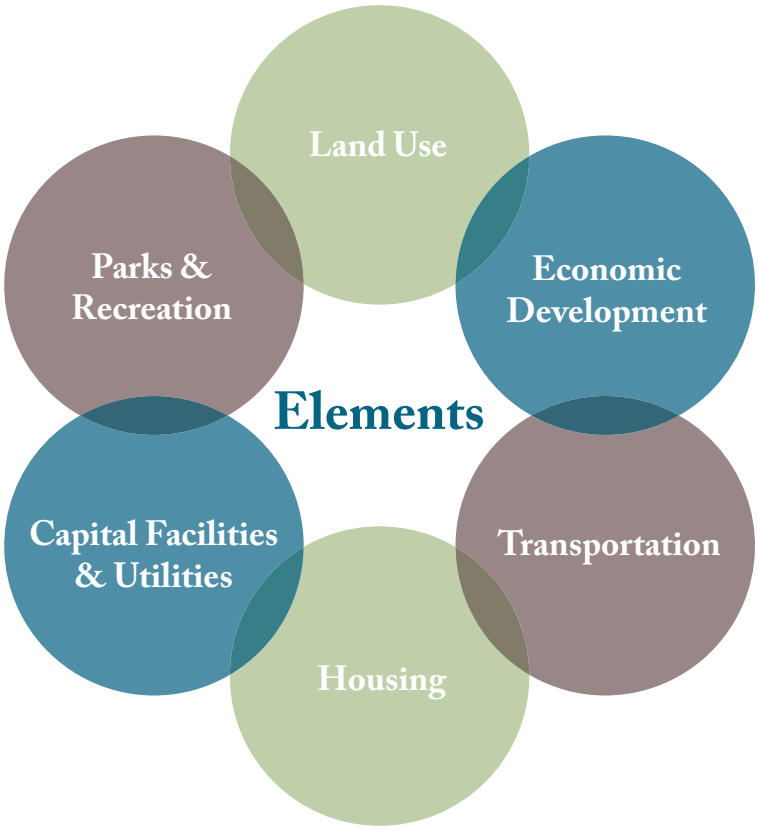

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Introduction

Sustainability

What is "sustainable design", "sustainable living", or "sustainable planning"? The United Nations World Commission on Environment and Developments Report states that "sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Most Native Americans would immediately recognize these principles as "Seven Generations" concepts that are part of many North American tribal traditions. Seven Generations thinking is an ecological concept that urges the current generation to live sustainably and work for the benefit of future generations, decide if what we are doing today will negatively impact those who will be alive several hundred years from now, and honor past generations that made a way for our present exisence as a sovereign Tribe.

The Spokane Tribe, as well as other Tribes, hold to time honored values to live their Culture. The emphasis on this is the preservation of the environment with a sustainable economy that provides for a built and un-built environment that meets the needs of the Tribe's cultural practices.

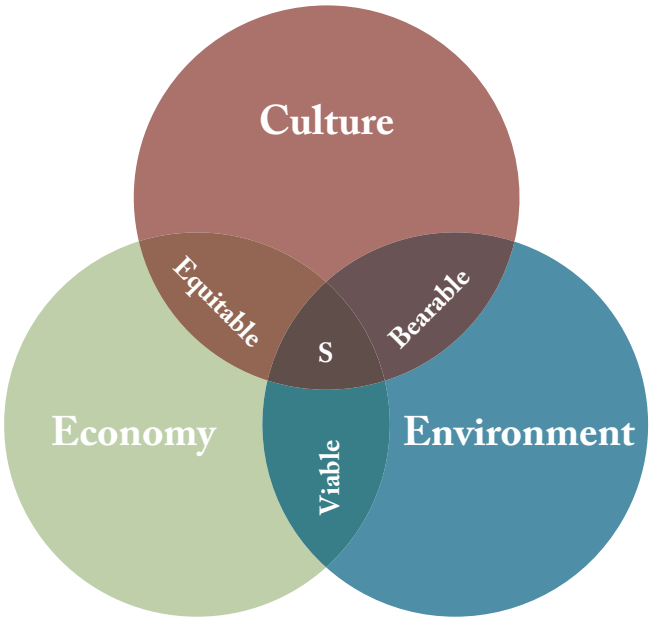
"sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs"

Other usable definitions of sustainability:

"Sustainable means using methods, systems and materials that won't deplete resources or harm natural cycles."[1]

Sustainability "identifies a concept and attitude in development that looks at a site's natural land, water, and energy resources as integral aspects of the development."[2]

"Sustainability integrates natural systems with human patterns and celebrates continuity, uniqueness and place making."[3]



So what is the definition of sustainability? It's all of the above. It's important to note however that these concepts are rooted in a larger more umbrella-like social decision-making structure that tribes have relied upon for millennia; we refer to that system here as Resilience Theory following the work of university based ecologists, which mimics traditional ecological theory and philosophy passed down by our elders.

[1]Rosenbaum, Kenneth L. (1993). Sustainable Environmental Law: Integrating Natural Resource and Pollution Abatement Law from Resources to Recovery. In C. Campbell-Mohn (Ed.), Environmental Law Institute (pp 575 – 674). St. Paul, MN, USA: West Publishing Co.

[2]Vieira, P. F. (1993). A Checklist for Sustainable Developments, Building Connections: Livable, Sustainable Communities. American Institute of Architects, Washington, D.C.

[3]Early, D. (1993). What is sustainable Design, The Urban Ecology, Society of Urban Ecology, Berkley.

We were placed here by the Creator since the beginning of time and we will always be here.

History of the Spokane Tribe

The traditional Spokane homelands extended along the Spokane River from present day City of Spokane east to the Idaho border and west to the confluence of the Spokane and Columbia Rivers, and south to Cow Creek near present-day Ritzville. The pre-Columbian population is estimated as being anywhere from 2,000 to 6,000 individuals. The Spokane lived in small villages made up of bands, which were grouped into three divisions along the Spokane River. The Spokane River has been and continues to be the central location for the Spokane Tribe. The **sqesciłni** (Lower Spokane) occupied the area around the mouth of the river and upstream to Tum Tum. Their camps centered around the Little Falls of the Spokane River. The **snxʷmene?** (Middle Spokane) occupied the area around Spokane Falls, Hangman or Latah Creek and other areas. Their territory bordered the Coeur d'Alene to the south, and extended east to Idaho. The **sntu?t?ulixʷ** (Upper Spokane) lived primarily along the Little Spokane River. They occupied the region from the mouth of Hangman or Latah Creek to the village of Tum Tum, and east to Lake Coeur d'Alene. [4]

As semi-sedentary complex hunter-gatherer peoples, the various groups were seasonally on the move from one site to another to hunt, fish or harvest the many resources upon which they relied both for subsistence and for trade. The very nature of their lifestyle would lead to the pressure to remove Indians onto reservations.

Treaty negotiations, designated early on as "treaties of cession", [5] with the regional tribes spanned the period of 1854-1855. Territorial Governor Stevens first met with Spokane Garry, the leader of the Upper Spokane, in 1853, the year Washington Territory was created. Stevens did not return to the Columbia Plateau to meet with the Spokane until December, 1855.

This was a period of non-Indian encroachment into Indian territories and into the newly created Indian reservation lands. The rich farmlands were being sought after. Battles broke out between the white settlers squatting on Indian lands and the tribes. Stevens' negotiations with the Spokane were halted when the Yakama went to war. The Spokane joined with their allies to defeat Colonel Steptoe at Pine Creek. Later retaliation by Colonel George Wright was particularly brutal and resulted in the hanging of several Indians. Wright is said to have negotiated a treaty with the Spokane, however, the treaty was never presented to Congress.

During this period, non-Indian interests also led to Indian policy that was less than beneficial to the tribes. The tribes in Washington and northern Idaho that did

[4] Chalfant, S. A., & United States. (1974). Ethnohistorical reports on aboriginal land use and occupanc. Spokan Indians, Palus Indians, Columbia Salish, Wenatchi Salish. New York: Garland Pub. Inc.

[5] Grant, F. R., Catton, T., Schneid, K., Newell, A. S., Historical Research Associates., Spokane Tribe., & United States. (1994). A forest and a tribe in transition: A history of the Spokane Indian Reservation Forest, 1870-1994. United States: s.n.

not have a treaty were particularly vulnerable to encroachment. With no legally binding treaties, and no established reservation boundaries, tribal territories were overrun.

Two consecutive presidential executive orders were issued to attempt to establish a reservation for the "Methow, Okanogan, San Poil, Arrow Lakes, Colville, Kalispel, Spokane and Coeur d'Alene and other scattered bands..." [6] The first established reservation (April 9,1872) "extend[ing] from the Spokane and Little Spokane rivers north to the Canadian border (49th parallel), from the Columbia River east to Pend Oreilles River and the 117th Meridian." [7] However, rather than move six hundred settlers off the newly created reservation, and moving all the Indians onto it, "a second order was issued on July 2, 1872, restoring the reservation to public domain." [8] The order established a new reservation, now the Colville Indian Reservation, but the newly-created reservation required the Spokane to remove from their traditional area of occupancy; and they refused.

From 1872 until the third executive order issued in 1881 that created the Spokane Indian Reservation, the Chief Garry and Chief Lot Spokane bands were increasingly pressured to move to the reservation and ceded valuable land around Spokane Falls. By 1881, many Spokane had moved to the newly created reservations.

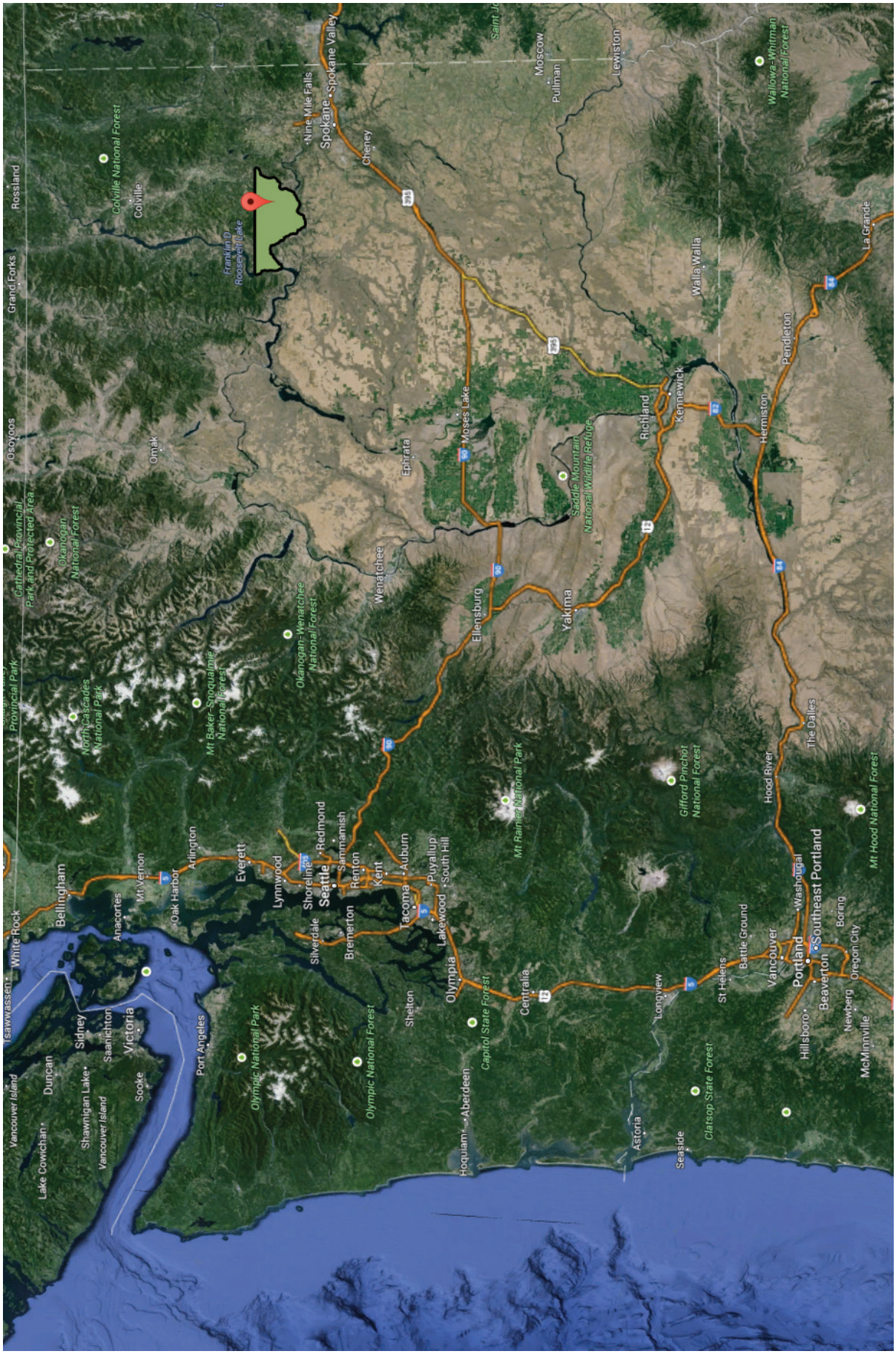
However, creation of the reservations and removal of tribal peoples was the first step to wrestling the land away from them. Legislation was put into motion to satisfy the demands of settlers who desired the agricultural land located within the reservation boundaries. Following relocation, the tribes were then subjected to the General Allotment Act of 1887, also known as the Dawes Act. This policy was designed to effectively dissolve Indian reservations and open reserved Indian lands to white settlement. Between 1902 and 1908 Congress implemented the general allotment policy on the Spokane Indian Reservation. This policy effectively removed tribal land within the tribal boundaries, first by allotting lands to individual tribal members, who could "sell" their land; and secondly by placing the remainder in public domain which opened it to white settlement. The purpose of the General Allotment Act is summarized as follows, "The law was designed to undermine traditional tribal values and social structures." [9]

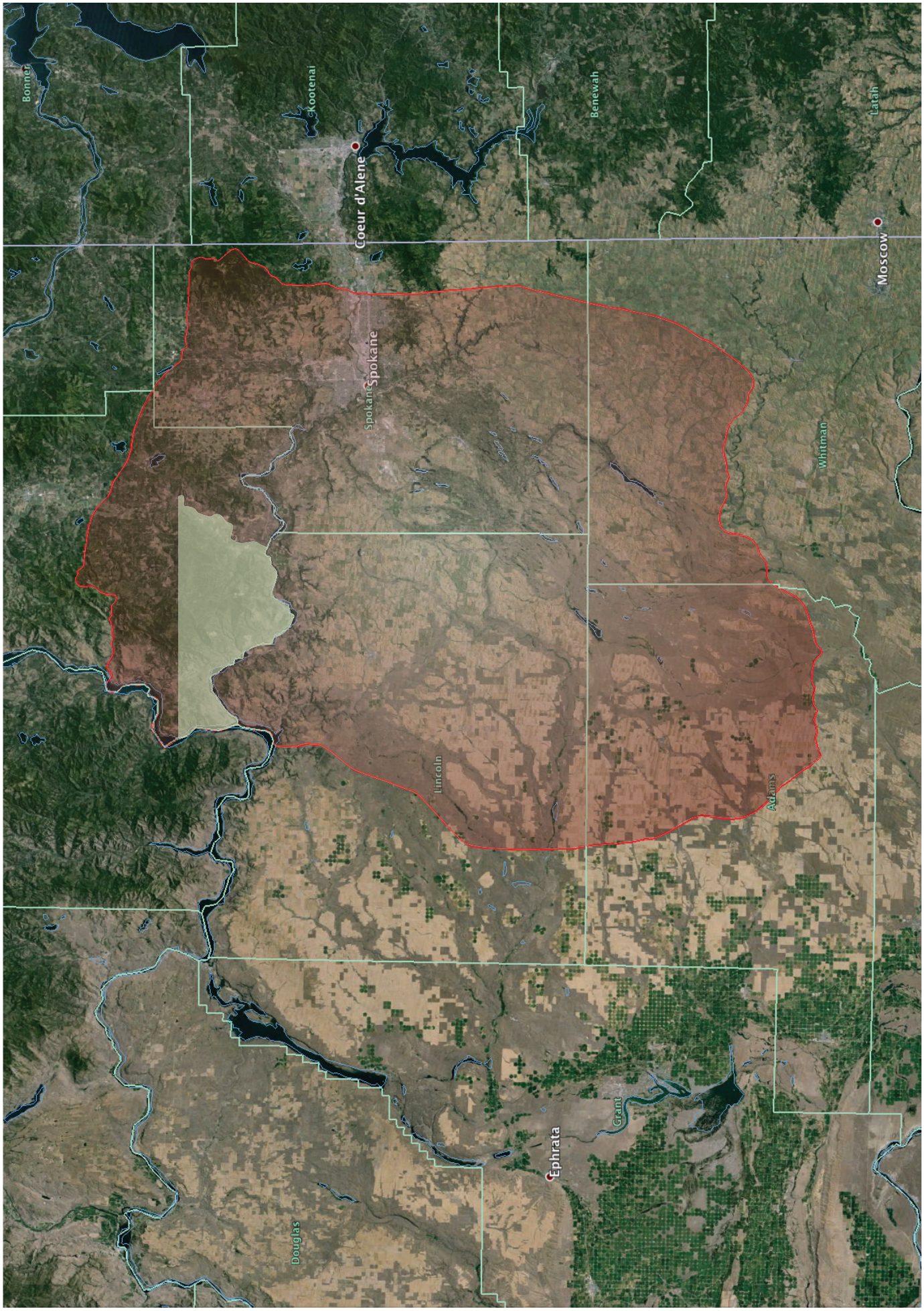
A delay to implementing The Dawes Act on the Spokane Reservation was due in part to the Chief Lot and Chief Garry's bands living in the area around Spokane Falls who refused to move, and their continued occupancy of traditional lands that were highly valued. The Northwest Indian Commission was created "to negotiate land cessations" with several tribes; and the Commission met with the Upper and Middle Spokane in March, 1887. A separate agreement was made with them, although their adamant request for a separate Spokane reservation along the Little Spokane was denied. They were offered monetary compensation for lands lost and for rebuilding on a reservation of their choice, but the agreement was not ratified until 1892. Nearly half of these bands joined the Lower Spokane on the Spokane Indian Reservation, while the rest were granted allotments on other nearby reservations.

[6][7][8][9] Grant, F. R., Catton, T., Schneid, K., Newell, A. S., Historical Research Associates., Spokane Tribe., & United States. (1994). A forest and a tribe in transition: A history of the Spokane Indian Reservation Forest, 1870-1994. United States: s.n..

Usual & Accustomed Area

Current Land
Previous Land




Bonner
Kootenai
Coeur d'Alene
Benewah
Latah
Moscow
Spokane
Spokane
Whitman
Lincoln
Adams
Grant
Ephrata
Douglas

Reservation Population huł sqelix^{w} x̣^{w}a č ḱ^{w}inḱ^{w}nč

Population is a primary indicator of how the development of growth and services should be managed. Historical population data is a useful tool in projecting the demand on these activities and the comprehensive elements of the SCMP. The Tribal Membership Table displays the decennial populations for the Spokane Tribal membership and Spokane Indian Reservation (SIR). The Spokane Tribal Employment Rights Ordinance (TERO) Department reported 2,828 tribally enrolled members in the 2013 fiscal year, with only 1,386 of these individuals living on the reservation showing a bifurcated population. According to the 2010 U.S. Census, there is a 79.3 percent American Indian and Alaskan Native (AIAN) population on the reservation.

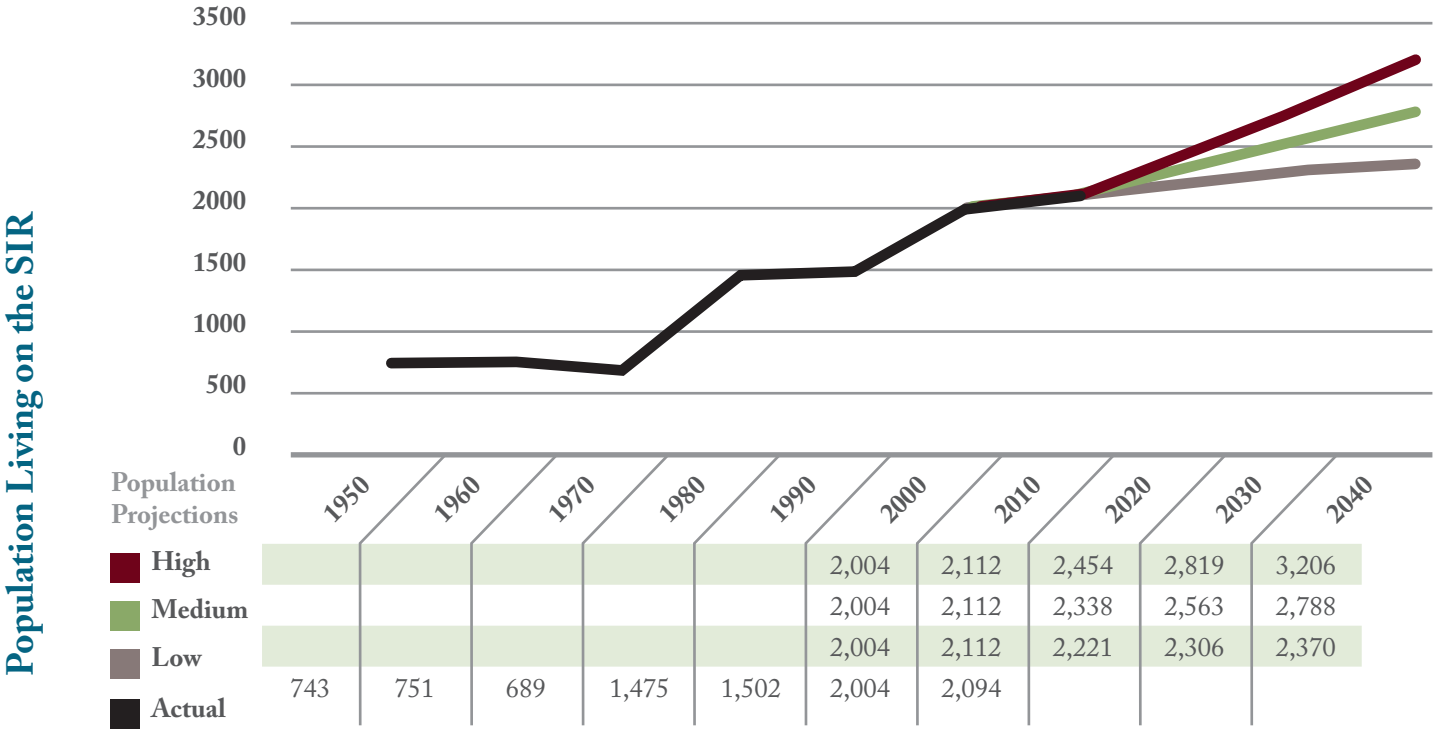
SIR 30 year population projection.
Source: Calculated by project staff. Adapted from "Profile of General Population and Housing Characteristics: 1950-2010," 1950-2010 Demographic Profile Data by the U.S. Census Bureau: American FactFinder, p. DP-1. Copyright 1950-2010 by the U.S. Census Bureau.

Tribal Membership 1950 - 2012

	Tribal Membership	Reservation Population (US Census)
1950	979	743
1960	1,357	751
1970	1,672	689
1980	1,980	1,475
1990	2,118	1,502
2000	2,257	2,004
2010	2,696	2,094
2011	2,712	
2012	2,810	

Historic tribal enrollment and total reservation population.
Source: "Labor Market Information on the Indian Labor Force: Survey from Calendar Year 2011," by the Spokane Tribe of Indians and U.S. Department of the Interior, Bureau of Indian Affairs and "Profile of General Population and Housing Characteristics: 1950-2010," 1950-2010 by the U.S. Census Bureau. Copyright 2011 by the Spokane Tribe of Indians and Bureau of Indian Affairs and 1950-2010 by the U.S. Census Bureau. SIR totals combine all ethnicities.

The overall focus of the SCMP is Seven Generation planning. To support manageable short-term planning results within the comprehensive plan, a 30 year projection of the SIR population is provided below. This figure was created using 1950 to 2010 U.S. Census Bureau historical population data.



Declaration of Sovereignty

The SIR was created through an Executive Order signed on January 18, 1881 by President Rutherford B. Hayes. The Constitution of the Spokane Tribe-Spokane Reservation was a result of the Indian Reorganization Act of 1934. It was ratified by referendum on May 12, 1951 which recognized and strengthened the Tribe's sovereign authority to manage their affairs, rights, land, tribal membership, and governing body.

The constitution had originally established a three-member Tribal Business Council (TBC) and was amended to five members in 1972. The increase of council seats added to the representation of the community and quality of decision making. The TBC is elected by the general membership to create a law and order code, manage resource based/business transactions, taxation, employ legal representation, government relations, and appoint committees.

This program has removed federal bureaucracy and authorized Tribes and organizations to contract and operate BIA programs.

Under the Indian Self Determination and Educational Assistance Act of 1975, Self-Governance Initiative, and Public Law 93-638 Contracting and Compacting, the Spokane Tribe within the last 20 years has taken over all previous Bureau of Indian Affairs (BIA) programs with the exception of a few administrative positions. This program has removed federal bureaucracy and authorized Tribes and organizations to contract and operate BIA programs.

The Self-Governance initiatives should be commended for its efforts; however in order to achieve independence from federal dependency, policy, and guidelines, Tribe's should look at redefining this term and create initiatives as it relates to their self-sufficiency.

The Spokane Tribe has taken this next step by adopting the SCMP. This planning document has created a traditional pathway to empower its people, provide for their needs, and protect the environment. It is a comprehensive outlook of the long-range planning efforts that considers all the basic planning elements (land use, economic development, transportation, housing, capital facilities & utilities, and parks & recreation). Other priority elements that include environmental, governance, energy, culture, education, health & wellness will need to be addressed in a later update.

Purpose of a Comprehensive Plan

ẓʷĺ šeý hu qeʔ hep snčłsuxʷmeʔtn

A Comprehensive Plan is a road map to the future. It is a living document intended to change with the people. The community's vision expressed through their voice and involvement guides the plan's creation and development. It is the official policy document of the Tribe and is intended to be used as a decision-making tool to achieve an orderly, harmonious, equitable, environmentally and economically stable community. This is a long-range plan that determines community goals and development as an ongoing project.

The Comprehensive Plan is a tool used by Tribal citizens, Tribal staff, and the TBC. By approaching planning in a holistic manner, the community knows what needs to be done to be successful. Putting everyone on the same page and sharing goals, the whole community has the opportunity to play a part in the success of the Tribe.

As a Sovereign Nation, the comprehensive plan holds additional significance. The goals, objectives and policies developed here assist Tribal decision makers, and inform state and local governments and agencies, as well as the United States, as to the Tribe's self-determined outcomes. For each one of the elements, the community has identified a list of goals for future planning and prioritization.

The principles of sustainability and seven-generation planning require consideration of how decisions made now affect generations to come. For the Spokane Tribe of Indians and other tribes, sustainability funding from various state and federal governments enables tribes to plan and design communities with environmental and engineering concerns where one is not more important than the other. An example of this could be a simple home that is energy efficient and environmentally friendly.

A Comprehensive Plan performs a variety of tasks. These include:

- Providing continuity across time
- Establishing priorities
- Guiding the appearance and creating uniqueness of place
- Providing tools and a framework for decision making
- Revealing the expressed "will" of the community to the elected officials and administrative leaders
- Promoting orderly and strategic development based on community values and needs
- Protecting environmental, historical and cultural resources
- Promoting economic development
- Identifying the means by which members of the public shape their community's future

Meaningful Community Participation / Public Participation Process

The purpose of the Meaningful Community Participation (MCP) survey was to establish guidance from the community on the planning process which included:

- Bottom up participation process (listening)
- Identifying and removing barriers
- Providing planning strategies on how to include all community members
- Providing feedback and sharing results with community and all levels of government

Meaningful Community Participation (MCP) according to the United States Department of Agriculture (USDA) "is critical to community success." [10] Communities that participate "achieve more results, more rapidly, and with greater benefit to the community as a whole [with] higher levels of success in attracting the resources needed to implement their plans." [11] It was in this spirit that the Spokane Tribe sought funding to create the Sustainable Community Project (hereafter referred to as 'the project' or SCP) by getting community input to define MCP in the planning process. Public participation consisted of input from community meeting attendees, MCP survey responders, and Tribal leadership during the spring of 2011. This was a circular process that began with survey formulation and continued through a feedback loop to insure that community ideas were truly heard, understood, honored and synthesized, which was a primary goal of the project and also emerged as a theme from community input.

Surveys were administered at community meetings, and in meetings with the Spokane Tribal Business Council, and the Spokane Tribe of Indians (STOI) Executive Leadership Team (ELT). Additionally, surveys were offered to community members at information booths and other community events (e.g. school carnival, health fair, etc.). Surveys were mass emailed to Tribal employees and other community members with Tribal email addresses. Completed surveys were collected and responses were organized and formatted for analysis, and scanned for electronic storage.

The data was then analyzed to identify themes that would help define and guide the MCP process. Reliability of the emergent themes was checked by one of the project planners. Throughout this part of defining MCP the entire team remained immersed in the results, sharing thoughts and insights, and collectively processing the information provided by the community. Given the circular nature of this process in gathering community input, additional information was taken from later SCP community surveys and listening events, which provided a deeper understanding of MCP in this setting.

See survey results on the following page

[10] [11] U.S. Department of Agriculture. (2000). Community participation: How people power brings sustainable benefits to communities. J. Norman Reid Rural Development Office of Community Development. Retrieved June 2, 2012 from http://www.rurdev.usda.gov/rbs/ezec/Pubs/commparticrept.pdf).

The most represented responses from survey results revealed the following emergent themes (numbers in brackets represent the number of responses attributed to the theme; totals are shown in **bolded** font:

- Tribal programs would benefit from MCP [**n=100**].
- Participation becomes meaningful when the "community is involved in discussion[s] and input and [they] are listened to" [**n=52**], when projects are in the implementation stage [**n=21**], plus "input is listened to" (i.e. heard and acted upon) [**n=14**], and "when ideas from the community are used" [**n=10**] – equaled 97 total comments.
- MCP should be culturally relevant [**n=66**], but culture does not need to be included in every project [**n=21**]; conversely, "cultural relevance is not important" [**n=10**].
- MCP should be measured by percentages of community involvement in the planning process [**n=33**], and by the feedback given according to planning topics [n=25] – equaled 58 total comments.
- MCP means that "as much of the community participates as possible and includes all demographics" [n=39], plus "everybody . . . is involved" [n=11] – equaled 50 total comments.

Barriers to MCP were identified as:

- "Non-participation of community members" [**n=53**], plus "lack of participation from the community" [**n=31**], and "people not interested in . . . the planning process" (**n=20**) – equaled 104 total comments.
- "Lack of fiscal and human resources" [**n=46**].
- Lack of communication "the people's voice is not heard" [**n=28**].
- Difficulty in the community reaching agreement on issues [**n=11**].
- "No clear vision" [**n=9**].

Thus, the community and Tribal leadership recognized that community participation in the planning process is beneficial for Tribal programs. Community participation becomes meaningful when community input is heard throughout the process, and the community's ideas are used. Cultural relevance in tribal planning issues is important. Measurement of MCP should be calculated by percentage of community involvement and quantity of input in planning topics. Finally, every effort should be made to include community representation from all possible demographic groups. Barriers to MCP identified by the community consisted of the community's concern with its own low level of participation, and lack of interest or knowledge in planning processes. Likewise, limited fiscal and human resources pose a potential barrier to gaining MCP. Finally, lack of effective communication among community projects, community members and other entities, and the lack of community agreement on issues were identified as barriers to MCP.

MCP themes were presented back to the community at subsequent community meetings, published in the June 2011 Rawhide Press, project community newsletters, and shared with the STBC and ELT. The project team's understanding of the survey results were thus confirmed or adjusted according to the feedback received. This feedback loop remains open providing continual definition of MCP as new knowledge is shared between the project, the community and the Tribe.

The MCP survey and community values guided the community vision and profile processes. First, the MCP revealed that the community feels its participation is meaningful when its input is heard. Cultural relevancy was a major theme of the MCP results. Project staff worked to make sure that subsequent surveys and community input opportunities reflected and incorporated the Tribe's culture.

Finally, the SCP team's efforts to define MCP from a community-driven, bottom-up perspective demonstrate a commitment to identifying emergent themes from survey responses and community comments. All outreach strategies had a varying degree of success. Each strategy had its advantages and disadvantages.

Participation becomes meaningful when the "community is involved in discussion(s) and input and (they) are listened to."

Community Participation

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User's Guide

In an effort to provide a variety of MCP and gain value for planning activities, this section has been created as an engagement and outreach tool for future planning. This guide is a compilation of the successful strategies used during the course of the planning process.

Community Participation Strategies

Select one or more strategies to gain the highest participation rates possible. There is not one strategy that is better than the next. Each planning project requires a different approach and data needed. We have discovered that participation rates also depend on the interest to the community. It is beneficial if the planner prepares an agenda to gather qualitative and quantitative information or both.

Family Meetings

Pros

- Safe and trusting environment to share ideas and concerns
- Provides opportunities to meet community members who would not regularly attend meetings in a formal environment
- Promotes further participation in future planning activities

Cons

- Difficult to organize
- High cost of food and facilitation
- Time consuming to address all families on the reservation

Community Meetings

Pros

- Direct interaction, sharing, and data gathering
- Input can be captured, written down verbatim; allows timely reflection and documentation
- Questions promptly answered

Cons

- Low attendance numbers
- Meetings can go off topic to existing social and political issues
- Cost outweighs benefits

Food

Pros

- Provides attractions to events.
- Culturally appropriate.
- Face to face.

Cons

- Costly and timely to prepare.
- Time does not always allow people to provide input.

Surveys

Pros

- Allows for qualitative and quantitative data sampling
- Samples easy to obtain online
- Anonymity and time to answer questions thoroughly
- Covers a wider range of demographics on and off reservation
- Surveys can be created to obtain specific information

Cons

- Not as personable
- High cost of postage
- Low rate of return even with self-addressed stamp envelopes
- Tribal membership contact information time consuming and difficult to obtain
- Costly and timely to prepare, distribute, and analyze
- Difficult to create a holistic survey that covers all non-predetermined data needs
- Participation rates vary depending on community interests
- Community tires of repeated survey taking
- Elders prefer not to take surveys but would rather have personal interaction

Community Days

Pros

- Brought back an annual community event suggested through Meaningful Community Participation survey feedback.
- Provides opportunity for a non-traditional planning method.
- High attendance rate by all age groups.
- Well-received by the community and request to repeat event annually.
- Collaboration of many tribal departments.
- Allows face to face interaction.

Cons

- Lost opportunities to gather input after meal was served.
- High cost of planning event.

Raffles

Pros

- Creates an incentive for participation.
- Culturally appropriate.

Cons

- No significant increase of participation.
- Decrease in quality of responses.

Community Events

Pros

- An annual community event reintroduced by the community.
- High attendance and participation rates.
- Great for reaching the reservation community.
- Face to face interactions.

Cons

- Events do not always correspond with project timeline.
- Off-reservation events zero to low attendance.

Door to Door

Pros

- Allows for the largest participation rate.
- Project did not allow for this engagement activity but suggested for future planning.

Cons

- Too time consuming and costly.

Rawhide Newspaper

Pros

- Free source.
- Distributes to all tribal membership (on and off reservation).

Cons

- Monthly distribution hinders timely updates.
- Distribution does not reach all non-tribal community.

Open House

Pros

- Opportunity provides for direct interaction, information sharing, and data gathering.
- Allows for questions to be promptly answered.
- Food is an incentive.
- Better attendance rates than typical planning meetings.

Cons

- Costly to prepare.

Spokane Tribe Youth Workers

Pros

- Members of the community provides for more interactive responses.
- No cost to the project.
- Youth gains communication, professional, and planning experience.

Cons

- Lack of expertise in topics.
- Requires additional time to supervise.

Listening Posts

Pros

- High response rates.
- Opportunity provides for direct interaction, information sharing, and data gathering.
- Allows for questions to be answered promptly.

Cons

- Some solicitation locations were inappropriate.
- Not all comments were appropriate or friendly in nature.
- Weather restrictions.
- Hard to reach demographics based on locations.

Electronic Media

Pros

- Inexpensive media.
- Website blog provides up to date information about the project.
- Email blasts allow for unlimited information sharing and survey distributions.
- A radio interview reaches a regional audience.
- Social media, such as Facebook, is popular for reaching all demographics.
- Local websites, such as Tribal and Wellpinit High School, provided space for project information sharing.

Cons

- No face-to-face interaction with community.
- Lack of response and interaction from community.
- Many community members do not have access to reliable internet and/or computers.

Brochures/Newsletters

Pros

- An alternative to electronic media and tribal newspaper.
- Release of information and content was internally controlled.

Cons

- Expensive to produce.
- Unreliable distribution method.

Community Members as Spokane Tribe HUD Community Challenge Employees

Pros

- Increase participation rates.
- Knowledgeable about the community, tribal administration and operations.
- Direct access to tribal leaders, departments, and organizations.

Cons

- Limited amount of tribal members as staff.

Locations

The following are high activity areas that have been identified to assist with interaction and the placement of information booths, static displays, and posting locations.

On-Reservation Sites

- Alfred E. McCoy Tribal Admin. Bldg. (reception and main bulletin boards)
- Trading Post (bulletin boards inside and outside, Wellpinit
- VFW, Wellpinit
- Culture Program/Bldg., Wellpinit
- Gaming Bldg., Wellpinit
- Court Bldg., Wellpinit
- IHS/Tribal Clinic, Wellpinit
- Middle School, Wellpinit
- Community College, Wellpinit
- Public Safety Bldg., Wellpinit
- High School, Wellpinit
- Head Start, Wellpinit
- Fire Bldg., Wellpinit
- Dept. of Natural Resources Bldgs. (bulletin boards), Wellpinit
- Alex Sherwood Memorial Center (indoor/outdoor bulletin boards), Wellpinit
- Youth Community Center, Wellpinit
- BIA Admin. Office Bldg., Wellpinit

- IHS Tribal Clinic, Wellpinit
- Head Start Bldg., Wellpinit
- SpoKo Fuel, Wellpinit and West End
- Housing Authority, Wellpinit
- Senior Center, Wellpinit
- Longhouse, Wellpinit
- Catholic Church, Wellpinit
- Motor Pool, Wellpinit
- Kurt's Corner, Ford-Wellpinit Road
- Community Center, New House Lane, Ford
- Fish Hatchery, off Martha Boardman Road, Ford
- U.S. Post Office (ask clerk permission to post), Ford
- Catholic Church, Ford
- Ford Trading Post, Ford
- Smoke Shop, Ford
- Community Center, West End
- Pappy's Grocery, West End
- Two Rivers Texaco, West End
- Two Rivers Casino, West End
- Assembly of God Church, West End
- Catholic Church, West End

Off-Reservation Sites

- Springdale Post Office
- Springdale Grocery
- Kountry Korner, Springdale
- Chewelah Casino, Chewelah
- SpoKo Fuel, Chewelah
- SpoKo Fuel/Arby's, Airway Heights
- 477/TANF Program, Spokane
- Tribal College, Spokane
- Fruitland Service, Fruitland

Overall Vision

In February 2011, the SCP was launched with the aim of seeking holistic, quantitative and sustainable solutions for the Spokane Tribal Community. The project was conceived out of a desire for integrated planning and coordinated development to increase the quality of life on and off the reservation and for the tribal community in general. The same desire is supporting a sense of unity, shared benefits and excitement over a positive and sustainable future for economic benefit.

Balancing the realities of today's modern world is no easy task. Respecting and adhering to traditional knowledge, the project is guided the by the motto: "Traditional Knowledge is Sustainable Living."

The goal of the project is to bring the community, administration and government together to provide a living document that will guide the Tribe in Seven Generation Planning. Through development of a Community Master Plan, the SCP is engaging the community, government, and businesses by assessing the needs of the tribe, seeking integrated planning and policy solutions for housing, transportation, infrastructure, and economic development. The mission of this project is to promote HUD's Six Livability Principles (2012) through the use of traditional knowledge, while consolidating tribal resources and building relationships with the surrounding region to ensure a sustainable future for the Spokane Tribe of Indians.

The desired outcome of this project is to identify and provide culturally relevant means for the Tribe to move forward in a manner that is consistent with the sustainability direction. The outcome of this plan will not only provide a better framework for tribal decision makers but will also begin the process of allowing the tribe to participate in a larger and diverse regional economy.

Therefore, through the SCMP planning process, it became apparent that HUD's 6 Livability Principles are "traditional knowledge". As mentioned previously, Seven Generation planning employs traditional knowledge and the Spokane have established guiding sustainable principles from this knowledge.

HUD's Six Livability Principles

1. **Provide more transportation choices.**
   Develop safe, reliable and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions and promote public health.

2. **Promote equitable, affordable housing.**
   Expand location- and energy-efficient housing choices for people of all ages, incomes, races and ethnicities to increase mobility and lower the combined cost of housing and transportation.

3. **Enhance economic competitiveness.**
   Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers as well as expanded business access to markets.

4. **Support existing communities.**
   Target federal funding toward existing communities—through such strategies as transit-oriented, mixed-use development and land recycling—to increase community revitalization, improve the efficiency of public works investments, and safeguard rural landscapes.

5. **Coordinate policies and leverage investment.**
   Align federal policies and funding to remove barriers to collaboration, leverage funding and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.

6. **Value communities and neighborhoods.**
   Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods—rural, urban, or suburban.

Future projects will be defined and supported by the tribal membership. These projects will be centered on the Spokane Tribal Culture in:

- Promoting a healthy community through a built environment
- Promoting alternative energies
- Preserving natural areas and traditional lifeways
- Promoting on-reservation employment opportunities
- Developing in areas that have not already exceeded their capacity
- Concentration on preserving, updating and maintaining existing infrastructure, particularly water and waste water systems.

Community Vision & Profile

The purpose of this section is to present a Community Vision to guide the SCMP. This section also profiles the issues and resources identified by the community. Background information provides community leaders and planners a foundation to create plans for the future of the community around the comprehensive elements of land use, transportation, capital facilities and utilities, economic development, housing, and parks, recreation and tourism. The economic and population community profile information can be found in Spokane Tribe of Indians – A Socioeconomic Profile.

Community input that guided the development of the vision statement, and identified issues and resources for the profile, was gathered between June and December of 2011 with a series of community meetings, listening posts, and a Community Fun Day. Questions asked of community members were: "What do you like about the reservation?," "What issues do we have?," "What would you change?," "What don't you like about living on the reservation?," "What would the Spokane Indian Reservation be like if you had the power to make it anyway you wanted?," "What kind of energy would be used in the community?," "What would your life on the Spokane Indian Reservation be like?," and "How would the air, water, and environment be kept clean?" Over 1,400 comments were collected from community in response to these questions.

Issues and Resources

The comments gathered during the community input process were used to create a salmon shaped "word cloud," which seemed culturally relevant that demonstrated community members' responses. This visual representation identifies community issues, concerns and resources as identified by the community. The data provided here can be used to drive the planning efforts of decision makers who can consider immediate and future directions in their service to the community.

The comments about drugs, alcohol and the need for jobs, represent major issues identified by the community. Comments reflected in the remaining words are representative of both resources and issues. In other words, statements related to the sense of community, people within the community and many other statements identified both issues and resources. For example, comments such as "tight-knit community, almost like a family" and

Salmon Word Cloud created from community vision data. The larger the word appears, the more frequently it was brought up by the community. Note that "Drugs" and "Alcohol" were among the communities top concerns brought out in our visioning process.

"lack of community" and "all the negativity!!" would identify people and a sense of community as both a strength/resource and an issue. Many of the minor comments represented by the smaller text size in the diagram are easily categorized as either resources or issues. For instance, 'garbage' and 'littering' would naturally be categorized as issues, and 'love' and 'peaceful' would be resources.

Issues

A review of community input showed that the community identified issues of drug and alcohol addiction/abuse and their effects such as violence, teen pregnancy, school dropout, court involvement, and suicide as a priority. Other concerns were a lack of financial resources and the problems that manifest such as poverty, crime, high unemployment, and fierce competition for limited jobs. Additional issues exist around community cohesion as evidenced by statements like "can't we all just get along" and "no collaboration, no more strong relationships or culture". Cultural erosion is revealed in statements like "lack of culture . . . loss of culture in our schools" and "continuing tribal culture". Youth related issues include "lack of role models" and lack of activity areas for youth and young adults.

Resources

Resources that were identified included environmental assets such as trees, wildflowers, wildlife, beauty of nature and scenery, mountains, rivers, streams, wilderness, fresh clean air, peace and quiet, and rural. Human resources identified were that it is a small community where "everybody knows each other"; families are close, smallness of the community, "a place we call home", "caring people", "children are respected by community" and "friendly elders". Activities that the community input revealed as resources in the community were hunting and fishing, powwows and other gatherings, swimming, freedom, and school programs. Financial resources identified were that no tax is collected on the reservation, public transportation, "free school" and collective ownership of most of the land. Cultural resources listed were: "traditions", survival of the people, sovereignty, "powwows, prayer, meals, smudging, drumming at gatherings" and "Natives".

Horse Word Cloud created from existing tribal vision and mission statements. The larger the word appears, the more frequently it was brought up. Note that "Community" and "Culture" were among the departments top concerns.

Community Vision

The vision statement for the SCP was developed to help guide the planning process through other planning elements. Vision statement development included community input and sessions with the ELT and TBC. A second salmon shaped "word cloud" was created from the Spokane Tribal Vision Statement and the vision statements from the 2004 - 2014 Integrated Resource Management Plan (IRMP) and the 2004 Draft STOI Comprehensive Plan in order to compare reoccurring themes to provide continuity and reflect the voices of Tribal leadership in the creation of the SCP Vision Statement. In a "word cloud" "Greater prominence is given to words that appear more frequently in the [original] text", which explains why 'community' is bigger than 'development' for example.

Vision Statement

An overall community vision statement was drafted in November 2011 in collaboration with an ad hoc steering committee made up of interested tribal community members.

"The vision of the Sustainable Community Master Plan is to support our tribal community in attaining a desirable quality of life; to include our traditional homelands and promote a clean, healthy, and safe environment for our people. This will be accomplished through sustainable and culturally relevant practices that include addressing drug and alcohol abuse, preserving natural areas and promoting access to education, transportation, public, private and non-profit jobs, recreation, and affordable housing choices to meet the current needs of the community and future generations."

Culture and Language

Community input results showed that culture and language of the STOI is important to this community. In the MCP survey nearly 60% of the answers indicated 'yes' to the questions that asked about cultural relevance and meaningful community participation. The housing data results showed that 72% of respondents thought that housing should reflect Spokane Tribal culture. Land use survey results showed that 88% of respondents believe land "should . . . be preserved for cultural uses such as hunting, fishing, and food gathering." Economic development survey responses that referred to the relevancy of the culture prompted the inclusion of cultural values in the number one goal of that section in the SCMP. Likewise, respondents in the MCP survey and the visioning process referred to the importance of the Tribal language.

Culture and language can be seen as both an issue and a resource in this community. The cultural issues are cultural survival and language recovery after decades of cultural and language loss. Culture is a resource because the community takes pride in its identity as a Plateau Indian Tribe, and language is a resource because culture depends on it. The Tribe has active language and culture programs to preserve, maintain and propagate the culture and recover the language. The language program seeks active participation from the remaining elders whose first language was the Spokane language. Audio and visual language learning materials are being produced and disseminated throughout the community, and archived for future use in language programming.

Conventional western planning language was not found to be easily reconciled with the structure of the Spokane language. A recommendation as the SCMP moves forward is that as language recovery continues to progress it will

inform and infiltrate the written and dialogued plan for the future of this community.

Drugs and Alcohol

The nature of this project was planning, and the method was community involvement, which prompted community comments that referred to social issues as well as conventional planning element issues. Comments addressing the social issues of drug and alcohol problems were numerous. The project has expressed recognition of drug and alcohol issues in this community profile through its mention in this section of the SCMP. Additionally, the drug and alcohol issue is a key priority throughout element planning in land use, parks and recreation, transportation, utilities, housing and economic development.

The community recognized culture as a resource to enhance drug and alcohol prevention and intervention services and mental health delivery systems. The inclusion of the Tribe's cultural values and beliefs in drug and alcohol prevention, intervention and education programs is the ideal.

Reduction of Low Income Housing Concentration

The topic of reducing concentrations of low income housing on the reservation is an important consideration in the community profile and vision because the community somewhat attributed drug and alcohol issues to low income housing concentrations. Concentrated low income housing has been associated with negative outcomes in urban settings; [12] however, information regarding the impacts of concentrated low income housing in rural communities is not as easily identified. Community members perceive at least one housing cluster on the reservation as problematic because they understand it to be concentrated low income housing. Mixed income housing clusters is one way to reduce low income housing concentrations. Another way to reduce the impact of low income housing concentrations is the implementation of maintenance policies that help maintain neighborhoods.

Food

Food takes its place in the community vision and profile section because it is tied to culture, quality of life and health. The traditional diet of the Tribe was different from that routinely available to the community at present. Most traditional foods are collected, stored, shared and prepared with much care because of the seasonality and value placed on them. Community 'food desert' issues such as the absence of local affordable and nutritional shopping choices surfaced through comments in the visioning process. Public transportation provides trips to an urban center for food shopping once a week. However, this increases economic leakage of local dollars to distant communities.

Recycling

Recycling is an issue that was identified in the visioning and profile process. The issue of recycling surfaced in comments and discussions. The rural and somewhat remote setting of the Tribal communities on the reservation makes recycling on an individual basis very expensive, but the community members recognize the need for a solution to waste disposal problems, which includes affordable or profitable upcycling, e-cycling, and other novel recycling programs.

[12] Schill, M. H., & Wachter, S. M. (January 01, 1995). The Spatial Bias of Federal Housing Law and Policy: Concentrated Poverty in Urban America. University of Pennsylvania Law Review, 143, 5, 1285.

Community Vision and Profile Deficiencies

The vision statement for the SCMP is meaningless unless the entire community aligns around it. In other words, the community needs to explicitly own the vision statement unless the vision statement is solely for use within the SCMP. If that is the case, then the various staff of programs assigned to fulfilling the deliverable tasks should spend some time gaining a sense of ownership of the vision statement.

The community's issues and resources were determined using comments collected from community input in answer to a list of questions. Community comments were collected at listening post activities throughout the community. The quality of the comments gathered was commendable. Additionally, rigorous analyses of the comments may provide further insight into the community's strengths, issues, perceptions and possible solutions to planning problems or dilemmas. Rigorous data analyses and a full literature review could reveal solutions regarding meaning of community issues and points of entry for resources in planning projects. This valuable community information might also benefit social service programs in the community if a data sharing agreement could be reached.

Tribal culture and language should frame the SCMP and especially the vision statement and issue and resource profile. The plan should remain accessible to Tribal language as stages of recovery make its inclusion more appropriate. Cultural survival in this context is addressed as if attempted forced assimilation is a problem of the past. In reality, it should also be continuously discussed in terms of the present in order to identify mechanisms of current attempted assimilation whether systemic or not easily recognizable. Time and space should be given in grant application and execution parameters to identify and continue to resist systemic as well as intentional assimilation attempts. Grantors and grantees should clearly communicate the evolving role of tribal culture in planning, and planning in tribal cultures.

The planning process that honors the importance of community participation effectively communicates an empathic response back to the community when a vitally important community issue such as drug and alcohol problems at the community level has emerged. Let the community know the issue was heard and how a planning project can create or contribute to solutions.

The Rational Planning Process

This planning approach provided the logical steps in creating a relevant framework to gather data; engaging the community; and creating an outline for the SCMP.

1. Identify problem
2. Conduct an inventory and analysis
3. Visioning
4. Develop goals, objectives, and policies
5. Develop alternatives
6. Adopt preferred alternatives
7. Monitor and evaluate plan

How to use the Plan – A Decision Making Framework

The following model provides an example as to how the SCMP functions in relation to planning and decision making. The tribal community and its leadership should consult the plan prior to making decisions. The components of the SCMP to consider are outlined in sections as displayed in the model.

1. **Planning** - Planning is a preparation act to engage the community by considering all available information in making the best decisions for project or non-project activities. Use the Rational Planning Process to ensure success.

2. **SCMP Components** - As a decision making tool, the SCMP seeks to be comprehensive of all planning aspects. All of the following components listed in the plan should be considered in addressing planning issues, challenges, and sustainable solutions.

   a. **Community Vision** - The vision statement provides guidance and direction, and has been developed with input from the community who has identified themes in improving the quality of life. Every situation is different and planning projects should not solely rely on the vision to represent the current needs of the community. The community should always be continuously engaged in the process.

   b. **Guiding Sustainability Principles** - These include HUD's Six Livability Principles, Smart Growth Principles, and the Triple Bottom Line sustainability model. They are contemporary planning practices that illustrate coordinated and collaborative efforts that seek to provide equitable, cost-benefit effectiveness, and environmental benefits.

   c. **Sustainable Strategies** - Each SCMP element provides community themes and sustainable strategies that are specific to addressing community needs, issues and challenges.

continued on following page

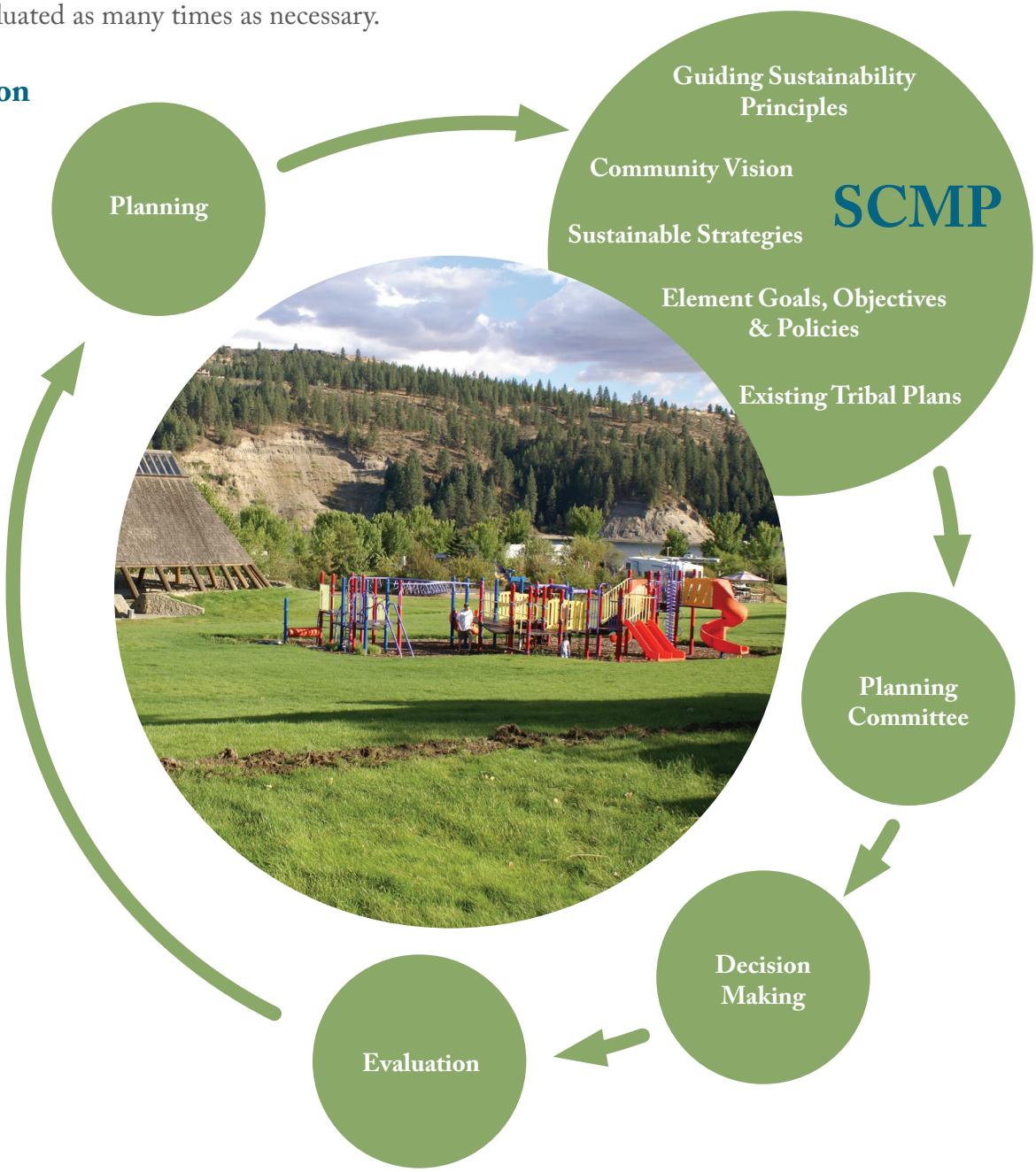
d. **Element Goals, Objectives, and Action Items** - These sections were created by a steering committee using community input. They seek to address the needs of the community through sustainable implementation strategies. The implementation strategies in the last chapter provide further detail and benchmarks in achieving each goal.

e. **Existing Tribal Plans** - The Tribe should consult other tribal plans to assure that the goals of the SCMP are aligned with program or project goals.

3. **Planning Committee** - The creation of a planning committee, such as the Interdisciplinary Team, could streamline and simplify the planning process for decision making. Their duties would include the review of proposed projects for alignment and compliance with existing tribal documents, policies, and guidelines. Their recommendations will contribute to the feasibility of the project.

4. **Decision Making** - A decision can only be considered once all of the steps in this model have been taken. This is to assure that all decisions have been holistically considered. Decisions are not final and can be evaluated and re-evaluated as many times as necessary.

5. **Evaluation**



Land Use

Background

The SIR consists of 159,000 acres of rural fee simple, tribal and individual trust properties. Lake Roosevelt, the Spokane River, and Tshimikin Creek are the major bodies of water that make up three reservation boundaries. The reservation is isolated from large economic centers that require a minimum of 45-minute vehicle travel in every direction. The reservation is a food desert with limited commerce to support the community and sprawling developments. Due to the rocky mountainous terrain, there are limited suitable lands for development. Wellpinit, West End, and Ford are the main developed areas. They emerged as many other historical towns for government and religious purposes. The Tribe owns two off-reservation tribal trust properties totaling 300 acres in the City of Airway Heights and Chewelah. Limited economic development activity has been pursued in these two areas but has a lot of potential for expansion and revenue.

The IRMP is the overall reservation land use and natural resource document. This plan, created in 1994, was a progressive document for its time. It focused on maintaining the integrity of the natural environment with considerations of seeking a balance between culture, environment, and economy. In 2008, the plan went through a Final Environmental Impact Statement. Pathway 1 was chosen to "Preserve resources, control growth, preserve future options" with the preferred alternative to "Preserve for All Future Uses" (PAFU) with performance-based management (IRMP 2004, pg 7-8). PAFU "means that most future land use options will be maintained by keeping as much land in original or near-original conditions, for as long as possible" (IRMP 2004, pg 7). It "balances ecological and cultural values with the need for income until external sources of revenue can be established off the reservation (and at Two Rivers and other designated areas)" (IRMP 2004, pg 8). The IRMP designated a majority of reservation lands into "restricted" (from housing & development) and "non-restricted" (PAFU) uses. Other major land uses and their locations include forest reserves, wildlife areas, wellhead and riparian areas, agricultural lands, and future housing. The IRMP further specifies technical descriptions of permitted, conditional, and/or restricted uses within these designations to allow for the seasonal natural development of vegetation and wildlife habitat.

Wellpinit is at the center of the reservation and home to tribal government. It was the location of BIA headquarters and now the remains of an administrative support office. The majority of public facilities serving the reservation community including tribal government, public programs and services are located here. The diversity of land ownership here in the town center makes coordinated development difficult but there are empty parcels and abandoned buildings that provide mixed-use development opportunities. The geography of this area is fairly flat and sloping.

West End is now home to about 91 residences. This area however is farther isolated from the limited services offered on the reservation and access ways to the nearest towns. On the eastern boundary of the reservation, five housing clusters near the town of Ford, an area that is close the old Spokane Indian Mission; providing access to State Route 231. The discussions surrounding the Ford area provide for economic development opportunities due to location and reuse the Ford Post Plant.

Planning Approach

Land use refers to how the land is used by the living things that interact with it. The Tribe considers the activities of people on the land to support healthy ecosystems for people, as well as plants and animals. The decisions people make about how to use the land can have long lasting impacts and it becomes difficult and costly to return land to original conditions once it gets developed. It is important for the future of the Tribe to carefully plan the uses of the land to reduce negative effects on the environment and preserve the Spokane Indian Reservation for generations to come.

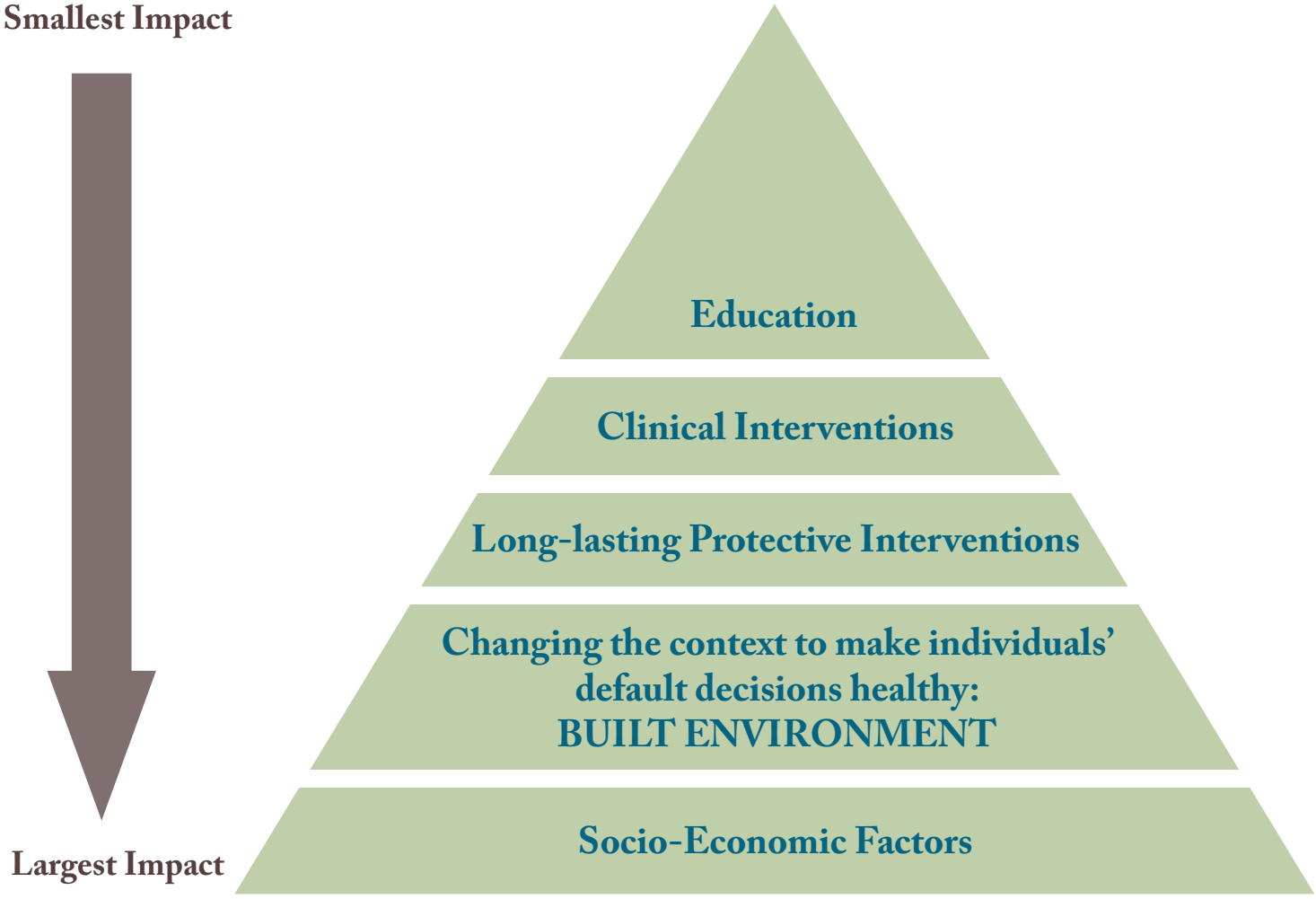
The Tribe's greatest asset is the reservation and its preservation is a high priority. Thoughtful land use decisions can limit damage and destruction of the natural environment. This can be accomplished by rebuilding more efficiently on land that has already been built upon; limiting the building of new roads into undisturbed areas to prevent the spread of unwanted development; and clustering new development to take advantage of existing roads, water systems, public transit, and other infrastructure. These strategies promote a sustainable future which has benefits for both people and the environment.

Land Use and its Effect on Health and Wellness

Land use decisions can have a serious impact on human health. Development types and their placement affect how people get around, the quality of air people breathe, and the hazards people are exposed to by adjacent uses. By creating land use patterns that support multiple transportation options, people will have more opportunities to walk, bicycle, and use public transit for their daily routines. This reduces obesity. By building with people as the first priority instead of giving priority to automobiles, there is a reduction in pollution from cars which in turn reduces the probability of people developing asthma and other lung disorders. Creating a community with walking areas in mind cuts down on the number of pedestrian injuries and fatalities. Ground water and surface water are affected by land uses. Water systems can be polluted by spills from industrial uses, septic systems located too close to shallow aquifers, even road oil washing into streams. Thinking about the effect that a use can have, and locating it in an appropriate place can protect human health as well as wildlife by protecting sources of water systems. Land use choices affect health in many ways and it is important to consider them before development occurs.

The land use patterns in the United States during the second half of the 20th century were largely based on car ownership. The Spokane Indian Reservation follows that same pattern. Homes, schools, work, shopping, and entertainment activities are spread out. Most of the time a car is needed to gain access to what the members of the community need for their day to day lives. This pattern places high transportation costs on residents. As gas prices increase so do the costs. With the high unemployment and poverty rates on the reservation, the community is not well prepared to afford these costs. Another less obvious cost to the community is one of health, both because the access to daily needs cannot be reached in a way that promotes exercise, but also because the reliance on cars contributes to air pollution.

Factors that Affect Health



Frieden, AJPH, 100:590, 2010

Land use patterns can improve the quality of people's lives. The Tribe is looking to develop land use patterns that increase access to work, school, shopping, and entertainment, while reducing the long term impacts and costs. The clustering of homes, businesses, recreation, and entertainment encourages walking, cycling, and transit use, which in turn increases health. By focusing most development in specific locations, the natural areas of the reservation can be retained for cultural uses and to support wildlife and plants that the Tribe has used as traditional foods for millennia. As a result of these important considerations, land use could be considered the core planning element.

Land Use and the Link with Education

The location of schools and the access that is provided to them is important in any community. Ideally schools will be located in areas that maximize access for the users. For K-12, this means being in walking distance for the majority of students. Safe Routes to School (http://www.saferoutesinfo.org/) is a national program to increase safety, promote health, develop community, and foster transportation choices for children walking and biking to school. These benefits are not available when schools are only accessible by buses and cars.

The approach in creating this element was to build off the Tribe's IRMP. The IRMP was a progressive document for its time but provided for small-scale environmental and not large-scale holistic considerations within developed areas to meet the needs of the community.

A survey was conducted to gather public input on whether this approach was sound in seeking alignment with the IRMP. The results indicated that an overwhelming majority of community members believed that the IRMP was a good natural resource document; however a few believed it lacked a human focus. This element will provide for the coexistence of both human and environmental considerations.

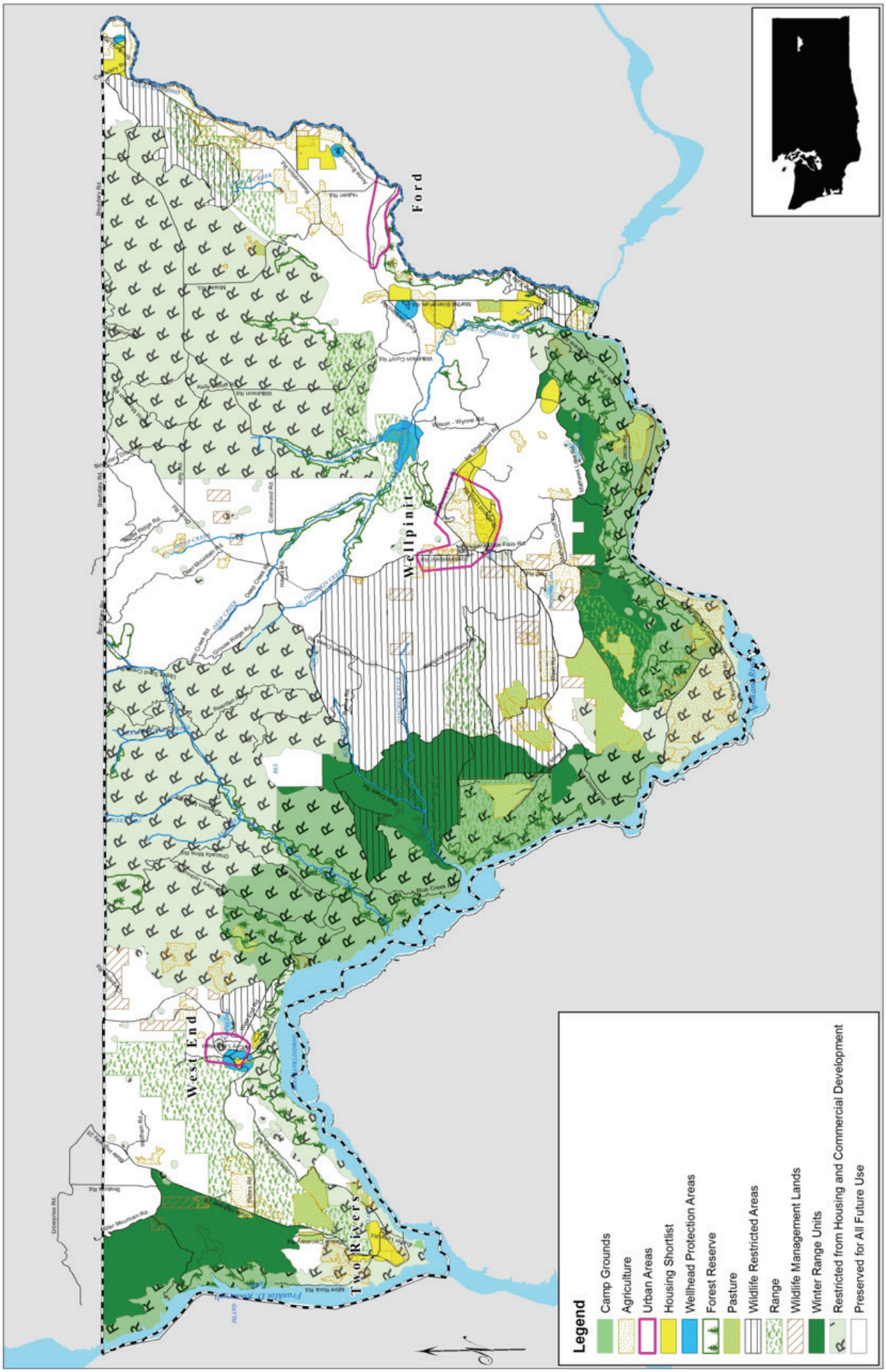
The goal of sustainable land use practices is to make the connections between protecting and preserving the environment while concentrating housing, transportation, and economic development opportunities to reduce costs to household and government. The following land use strategies were pulled out of several sustainability models that seek to achieve this goal. (Seven Generation Planning, HUD's Six Livability Principles, Smart Growth Initiatives, and Triple Bottom Line)

- Preservation and protection of the environment and agricultural lands
- Support and reinvest into communities and infrastructure
- Utilize and fill in empty parcels
- Create mixed-use developments
- Create mixed-income housing options
- Reduce households and government costs
- Promote health, safety, and crime prevention through design
- Provide alternative transportation choices and access to markets
- Seek coordination, collaboration, and funding with partners and stakeholders

Resources:

http://www.smartgrowthamerica.org/
http://www.cdc.gov/healthyplaces/
http://www.walkscore.com/
http://www.transitorienteddevelopment.org/
http://www.fhwa.dot.gov/environment/bicycle_pedestrian/guidance/inter.cfm
http://makinghealthyplaces.com/

Spokane Tribe of Indians Land Use Map



West Plains Development
Mistequa
Hwy 395 S
Smith Rd
Legend
General Sales or Services
Arts, Entertainment, and Recreation
Public Facilities
0 0.05 0.1 0.2 0.3 0.4 Miles
Mistequa
Spokane Indian Reservation
West Plains Development
This map shows the land use patterns of the Spokane Tribal Trust Lands. Information contained in this map may not be accurate or current and are provided "as-is" without warranties of any kind. The land use designations in the map are not intended to identify the exact size or location of each land use type.
THIS IS NOT A LEGAL DOCUMENT. The information shown in this map are compiled from various sources and are subject to constant revision.

Community Participation

Beginning in June of 2011 staff began collecting general comments about all sections of the SCP. A total of 334 comments were collected relating to land use on the SIR. Comments were taken from input collected at listening posts, community planning sessions, Community Fun Day on August 31, 2011, and the Antithesis Research Open House on September 15, 2011.

The community was asked one specific question about land use and how it should be managed in the future:

"Based on the Tribal Department of Natural Resources Integrated Resource Management Plan and community input, we believe the membership would like to preserve the reservation for cultural uses such as hunting, fishing, food gathering, timber, etc. To preserve natural areas, new construction on the reservation would be focused in areas where development has already occurred. Is this the direction that should be taken for developing the Land Use element for the Sustainable Community Plan?"

Forty-nine responses were collected at the Community Fun Day and the Open House. The majority of the responses agreed that new construction should occur in places where development has already occurred in order to preserve the reservation for cultural uses such as hunting, fishing, food gathering, timber, etc.

Community Data: Overall Land Use Themes

Preserving the Environment

Recreation Options

Housing Options

Economic Development Options

Economic Development Activities

Provide Capital Facilities and Infrastructure

Waste Management

Issues & Challenges

Land Ownership

The complex land ownership patterns on the reservation can be a barrier to concentrating developments. It is often difficult and expensive to acquire fee-simple land in developed areas of the reservation. Wellpinit is a prime example as the center of the reservation that is constrained for growth due to the land ownership patterns. This is a high activity demand area. By developing a Wellpinit Master Plan focusing on sustainable development, land use can be redefined and encourage investments through cost effective Smart Growth strategies such as infill and mixed-use.

Capital Facilities and Infrastructure

Development patterns on the reservation have not always led to an efficient use of the land. Sprawling development increases the costs associated with construction including the costs to operate and maintain infrastructure, such as roads, water, and sewer systems. The lack of capital facilities and infrastructure on the reservation limits options for development. As a result, the Tribe has chosen to direct all large economic development activities off-reservation onto tribal trust lands.

Definition of Land Ownership Status

Land ownership on and off the reservation generally falls into one of three categories:

Tribal trust lands are held in trust by the United States government for the use of a tribe. The United States holds the legal title, and the tribe holds the beneficial interest. Tribal trust land is held communally by the tribe and is managed by the tribal government. Tribal members share in the landholdings of the entire property without laying claim to individual parcels. The tribe may not convey or sell trust land without the consent of the federal government. Tribes may acquire additional land and have it placed in trust with the approval of the federal government. Tribal trust lands can be located off the reservation.

Allotted or individual trust lands are held in trust for the use of individual Indians (or their heirs). Again, the federal government holds the title, and the individual (or heirs) holds the beneficial interest.

Fee lands are private Indian and non-Indian lands held by an owner that are governed and taxed by the county, whether Indian or non-Indian. Other lands in Indian country can be held by federal, state, or local (nontribal) governments. These lands include such areas as national wildlife refuges and state parks.

Transportation

Scattered development causes a heavy reliance on personally owned vehicles and increases the cost of transportation. The costs to the community is increasingly higher than most due to the demands of seeking basic needs, employment, education, and training that are not available on the reservation. This development pattern limits investment into tribal facilities and infrastructure to support concentrated growth in a high activity area such as Wellpinit. Another expense associated with the current type of development is limited childcare. Transportation Oriented Development would help alleviate transportation challenges and expenses.

Zoning Codes

There are no zoning codes to regulate and enforce IRMP land use designations; manage scattered developments; limit unsustainable land use activities; and further encroachment onto undisturbed areas. There are also no zones or locations designated for economic development activities.

Past Unsustainable Land Uses

Uranium mining and improper chemical use has degraded some reservation lands for cultural uses; creating costly long-term environmental and health related impacts.

Health and Wellness

Land use decisions can be instrumental to improve the quality of life by balancing the natural and built environment. TOD, which seeks to connect housing, work, and recreation, is a solution. Concentrating growth is an investment into the community and can decrease the household cost and reliance on vehicles. Livable and walkable communities can provide more healthy options of biking and walking.

Sustainable Strategies

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Preservation of Open Space

The strategy of the Tribe is to maintain the integrity of the IRMP goals and community input by preserving the reservation's cultural and natural resources by focusing new development in previously developed areas where adequate water, facilities, services, and roads are available. By doing this, the Tribe will preserve open space and the reservation's natural resources. This strategy also reduces the overall infrastructure cost to Tribal government and the Spokane Indian Housing Authority (SIHA). The community suggested landscaping practices using native species to revitalize cultural land use within developed and non-developed areas of the reservation. Incorporating infill and mixed-use within developed areas will further promote Seven Generation planning encouraging livable and vibrant communities. Higher density housing on- and off-reservation should be connected or located near public transportation choices to enhance economic competitiveness. The Tribe could support the strategy of purchasing off-reservation land (this can also mean including those tracts adjacent to the reservation) for the purpose of housing and large economic development activities, or placing aboriginal territory back into trust.

Define and Regulate Zoning

In order to protect and preserve the cultural and natural resources of the reservation, a flexible zoning ordinance could be implemented to reinforce, promote, and support the concepts of the IRMP, community vision, and Seven Generation planning. To further promote these concepts, all lands within the boundaries of the reservation could be zoned to restrict development since the majority of the reservation lands are currently designated as reserves or winter range units among other restrictions as indicated by the IRMP land use map. This could include the PAFU areas that have been mainly used for natural resources preservation, cultural uses, and logging. The housing shortlist and areas that are adequately served by public sewer, water, and other services could be the exceptions. These areas are identified within the land use map near developed sites. However, the lack of developable land and complex ownership patterns within these areas further complicate development. As a result, the Tribe must redefine how much land is adequate for development or simply increase density through infill and mixed use.

Infill development is the process of developing vacant or under-used parcels within existing urban areas that are already largely developed.

Mixed use developments contain a complementary mix of uses such as residential, retail, commercial, employment, civic and entertainment uses in close proximity –sometimes the same building. http://www.formbasedcodes.org/

Smart Growth Principles

1. Mix land uses
2. Take advantage of compact building design
3. Create a range of housing opportunities and choices
4. Create walkable neighborhoods
5. Foster distinctive, attractive communities with a strong sense of place
6. Preserve open space, farmland, natural beauty, and critical environmental areas
7. Strengthen and direct development towards existing communities
8. Provide a variety of transportation choices
9. Make development decisions predictable, fair, and cost effective
10. Encourage community and stakeholder collaboration in development decisions

http://www.smartgrowthamerica.org/

Future Housing Land Demand

To promote the community's goals and desires to preserve the natural resources of the reservation, there are nine IRMP housing shortlist areas identified within developed areas on the reservation. These sites seek to promote infill and mixed-use under the assumption that good water quality and extensions for potential or current sewer systems are adequate and available (review IRMP "Table 8. Housing Matrix," pp. 102 – 105 for details on housing site acreage, capacity, feasibility, and environmental impacts).

It is projected that in 30 years, the reservation will increase by 784 individuals (middle). With an average of 3.5 people per household, 560 acres will be needed for housing based on the current housing densities. The IRMP housing shortlist currently proposes 2,096 acres

and slightly less when other existing homes and structures are considered. Therefore, there will be sufficient land to meet the housing needs of individual housing applicants. As part of the sustainable solution, increasing housing density in these areas and/or already developed areas would contribute to the reduction of acres needed for housing development.

Housing developments could also require less acreage when adequate infrastructure (water and sewage) are in place. Using less acreage for the provision of housing would create a small footprint. As part of the sustainable solution, increased housing density and/or developing in already disturbed areas (infill) would contribute to the reduction of acres needed for housing development. Housing developments require less acreage when adequate infrastructure (water and sewage) is in place. When public water and sewage systems are not available, a minimum of 2.5 acres in the past have been required for development to meet septic tank requirements.

Thirty-two percent of the population surveyed would consider living in apartments if they were available while others said they would like living closer to family. If the shortlist is found unsuitable for development, community members have also identified off-reservation locations as a preferred housing option. This would provide opportunities to put community members closer to off-reservation family, education, and employment. Off-reservation locations are cultural in nature as they are part of lands traditionally occupied and used by the Spokane Tribe.

Infill and Mixed-Use

Unused parcels within the Urban Areas boundaries could be considered for infill and mixed-use developments. Development within these centers and heavily populated areas provide development opportunities without further disturbing the natural environment. Higher density housing near services and economic opportunities can meet the needs of the community. Both infill and mixed-use can promote a healthy, safe, and walkable community plus leverage investments. Developments within urban areas provide multiple transportation choices (pedestrian and bicycle paths, bus stops, park and ride facilities) which can eliminate the costly reliance on fuel and maintenance, reduce pollution, and promote healthy lifestyles. Infill strategies could also support recreational options to improve the quality of life for residents. The same sustainable strategies could be applied to off-reservation tribal trust land. If high density infill and mixed-use areas can be properly designed, these sustainable practices will address Smart Growth issues.

Smart Growth addresses "housing, environment, community design and development, public health, transportation, local government and other interests."[13]

http://www.walkscore.com/

Wellpinit Redesign Town Square

xʷeʔɬ snḱʷuĺmn sčecuwešuʔs ɬpúĺeʔxʷtn

Technical assistance was provided via community participation Wellpinit Mini-Charette. The purpose of the assistance was to support the Tribe in visioning a potential redesign of the Wellpinit town square and to identify the community's ideas of a sustainable, safe, and walkable center.

Water and Wastewater Project

sewłkʷ hu scx̣ʷel sewłkʷ

The 2nd technical assistance provided by EPA and Horsley Witten in October 2012 determined that the wastewater lagoons for the town of Wellpinit are at maximum capacity. One proposed solution includes adding another lagoon to meet future population growth, see the "Wellpinit Min-Charrette" for more information. For a full inventory and assessment of the water/wastewater systems here on the reservation please refer to Rural Community Assistance Corporation's "Tribal Utility Capacity Report and Recommendations" and "Technical, Managerial, and Financial Capacity" assessments.

[13] U.S. Environmental Protection Agency. (2012). "This is Smart Growth." Retrieved July 3, 2012 from http://www.epa.gov/dced/tisg.htm

Purchase Land Off-Reservation for Development nʔeysi t swipʔuĺeʔxʷ x̣ʷĺ qs nḱʷuĺm

Land could be used for housing developments and preservation. Identify the potential use of currently owned or to-be-acquired Tribal land in Spokane or the area for development.

Waste management snx̣ʷex̣ʷelmn snkʷuĺĺtn

Identify better waste management and garbage facilities and programs (such as a transfer station and recycling) to maintain the cleanliness of the reservation. Clean-up of garbage dumps. Community and Tribal employees could participate in more community clean up days as recommended by the community.

Reintroduce Native Vegetation

heł cʔukʷum sqelixʷ sḱʷołqʷ

Reintroduce land use management strategies that promote native vegetation within the reservation boundaries and developed areas. Salvage and relocate native, culturally significant vegetation and/or endangered species from impacted land. Create "test gardens" to reintroduce endangered or eradicated native species.

Protect the Environment

čšt́mim łuʔ qeʔ snpupewlštn / snlšeʔtn

Identify, map and remediate brownfield areas including current and old dump sites. Reduce land use impacts by limiting environmentally degrading business, activities, and practices.

Protect Human Health

The priority is protecting the community's health in any future land use efforts. Assess health impacts in land use decisions. http://www.cdc.gov/healthyplaces/hia.htm

Economic Development Opportunities

Use underutilized agriculture lands and identified Economic Development Zones as identified in the 2004 Draft Comprehensive Plan (tourism, residential, government, commercial, and industrial).

Food Sovereignty

Supply locally grown produce to local markets. Support a traditional food economy of local wildlife and naturally occurring traditional plants. http://fnic.nal.usda.gov/nutrition-assistance-programs/community-food-systems

Goals

The purpose of the goals is to provide guidance for decision making and planning. They indicate how the community would like future development to occur and how it may be achieved. The Implementation Strategies chapter will sort them with their Objectives and Action Items into one of the following four themes including 1) Coordinated and Collaborative Planning 2)Enhance the Quality of Life 3) Promoting Tribal Values and 4) Community Empowerment.

LU Goal 1:

Implement the Integrated Resource Management Plan (IRMP) and seek alignment with the Sustainable Community Master Plan (SCMP) land use goals.

LU Goal 2:

Redesign developed areas for sustainable development that insures access to one or a combination of the following 1) Healthy Foods; 2) Recreation; 3) Housing, 4) Transportation; 5) Economic Development; 6) Cultural Uses, and 7) Utilities.

LU Goal 3:

Acquire suitable land for sustainable development that insure access to one or a combination of the following 1) Healthy Foods; 2) Recreation; 3) Housing, 4) Transportation; 5) Economic Development; 6) Cultural Uses, and 7) Utilities.

LU Goal 4:

Clean up polluted lands and water.

Economic Development

Background

The traditional economy of the Spokane Tribe was highly dependent on hunting and gathering for subsistence and trade. The interstate economy stretched from the Cascade Mountains in Western Washington, north to Canada, and east into Montana. The creation of the reservation displaced the tribal bands from a regional economy. Due to the Donation Land Claim Act of 1850 and Homestead Act of 1860, the best agricultural lands were given to settlers leaving tribal members with unproductive allotments. Failed federal policy to create an agricultural economy in the early years forced the Tribe to seek logging as an alternative. By the 1880's, the Tribe's traditional economy was eliminated due to the depletion of salmon by the lower Columbia canneries and buffalo in Montana. The Dead and Down Act of 1889 restricted the tribe from participating in the thriving timber industry while the rest of the region was commercially harvesting to support the railroad industry and construction of the City of Spokane. The discovery of two uranium mines in 1954, Sherwood and Midnite, provided the Tribe with short-term economic relief until all mining came to an end in 1985. Shortly thereafter, the Tribe sought out other economic solutions to address the decline in revenue by developing a bingo hall off-reservation on tribal trust land in Chewelah and then a casino in 1993. In 1994, the Tribe established the Two Rivers Casino on-reservation which has expanded to an RV Park and Marina. Gaming is under the management of the TBC. The Tribe expanded their portfolio in 2005 to 2007 to include the establishment of two gas station/convenience stores in the City of Airway Heights and Chewelah. A tribally owned Arby's restaurant was added to the Airway Heights location in 2012.

In 2006, the Spokane Tribe formed Tribal Enterprise to manage their investments in addition to creating jobs and revenue. Enterprise currently operates Arby's, SpoKo Fuel (Airway Heights, Chewelah, Two Rivers, and Wellpinit), Tshimikin-Creek Lab (8a), Two Rivers RV Park and Marina, Wellpinit Trading Post, Tribal Credit, and Timber Sales (Sovereign Power). They employ around 130 individuals including tribal and non-tribal employees. Enterprise is currently pursuing HUB Zone and 8(a) partnership opportunities.

Tribal government is the largest employer on the reservation. Its payroll consists of 376 individuals. This number grows to about 670 employees in the summer with seasonal workers and summer youth employees. WSD, IHS, and SIHA are the next largest employers.

There is limited commerce on the reservation. Less than .01 percent of the enrolled population pursues private small business development. These businesses consist

Unemployment and Poverty Rates

	Spokane Indian Reservation	Stevens County	Washington State	National
Population	2,096[1]	43,531[1]	6,724,540[1]	308,745,538[1]
Unemployment	16.5%[2]	5.8%[2]	4.9%[2]	5.1%[2]
Poverty Rate	23.8%[2]	11.0%[2]	8.2%[2]	10.1%[2]
Percent Minority	85.9%[1]	10.6%[1]	22.7%[1]	27.6%[1]
Median Household Income	$32,096[2]	$42,845[2]	$57,244[2]	$51,914[2]

[1]Data is from the 2010 U.S. Census data and is available at http://www.census.gov/.
[2]Data is from the U.S. Census Bureau, 2006-2010 American Community Survey, DP03 and is available at http://www.census.gov/.

of Kurt's Korner gas station/convenience store, Ford cigarette store, Pappy's Korner store, McCoy's Marina, and limited seasonal firework stands during the 4th of July and New Year's. Lately, there has been an increase in mobile food vendors setting up businesses in the middle of Wellpinit. They require little utilities for operations support and costs to government for infrastructure developments. The Tribe needs to empower the community to create a local commerce to meet the needs of the community, market the low business license fees, and no sales tax incentives.

It is vitally important to the health of the reservation economy to expand jobs beyond the government sector. The unemployment rate on the reservation is very high and the population is growing. Government sector jobs are already not keeping pace with the need, and as the population grows the situation will become worse. Diversifying the economy by supporting local small business is an important strategy that the Tribe and the community will both benefit from. . The current pattern creates dependency and a burden on tribal government. It disempowers the community in becoming self-sufficient. The destruction of reservation lands and negative impacts to the health of the environment and community are the results of these unsustainable practices

The 2013 BIA Labor Market Information on the Indian Labor Force reports a 51 percent unemployment rate. Since 1981, the BIA has documented unemployment rates among the tribal membership averaging between 43% and 77%. The U.S. Census reports median household income at 44 percent below the state average. Unemployment rates on the reservation are triple that of national and state averages, and poverty rates are nearly triple the state average.

Community Participation

Beginning in June of 2011, the Spokane Tribe began collecting general comments about all sections of the SCP. A total of 167 comments were collected from the community about economic development. This input was collected at listening booths, community planning sessions, and the Community Fun Day on August 31, 2011. Frequently mentioned concerns stated the need for more jobs or reducing poverty.

The community was asked to participate in two separate economic development surveys. The "I'm happiest when…." survey was designed to identify what type of job would make you happiest. The survey was distributed at the Wellpinit School Christmas program on Dec. 15, 2011, and at the Spokane, Wellpinit, New House and West End Youth Centers' Christmas activities that were held on Dec. 21, 2011. Participants were asked to circle up to ten of the statements that most closely represented them.

Community Data: Overall Economic Development Values

Satisfaction / Gratification
Livable Wage
Family Needs
Flexibility
Self-sufficiency
Education and Training

The "Economic Development with Life/Work Balance" survey was designed to identify the community's values associated with economic development. The survey was distributed through several outlets including the General Council meeting held on November 26, 2011, email blasts, the Sustainable Community Project Blog site, and the Wellpinit and Spokane arts and crafts fairs in December of 2011. A poster with the survey questions was set outside of the Tribal Planning Department in the Administration Building. We received 48 surveys from the community and 19 sticky notes on the poster.

Issues & Challenges

Local Economy

Retail opportunities are limited on the SIR. The Tribe operates a grocery store, and two gas/convenience stores. There is one privately owned gas/convenience store.

Currently, short-term and seasonal opportunities including fireworks, food vendors, pow wow arts and crafts are available for small businesses. As a result, the community seeks the majority of their basic needs, entertainment, and services off-reservation. The lack of local retail contributes to the "leakage" of local dollars. An economic analysis is needed to determine the types of retail and commercial businesses that can be supported by the reservation population. Creative solutions can also help connect with worldwide indigenous populations offering services and potential markets.

Housing and Transportation Affordability

The majority of households on the reservation spend well above 45% of their income on housing and travel expenses due to its rural location and lack of retail services. The opportunity exists to determine what services can sustain the reservation and keep those dollars in the community. Housing, transportation, and economic development policy should be coordinated to maximize future sustainability.

Land Use

The recent development patterns on the reservation have not supported local economic development activities. Future zoning ordinances should incorporate land for economic development opportunities beyond forest products while still protecting open space. The available agricultural land on the reservation is currently underutilized.

Infrastructure & Facilities

The lack of sufficient water and wastewater facilities on the reservation hamper local economic development activities. There is also no broadband, retail or office space to support small business or local entrepreneurs.

Workforce

There is a demand for tribal members to meet the changing needs of the Tribe. The Tribe enforces the Tribal Employment Right's Ordinance to provide equal employment opportunities for skilled workers.

Past Unsustainable Economic Development

The Tribe has relied on the natural resource industries of logging and uranium mining to provide funding for public programs and services. These industries have not been able to provide long-term economic solutions on their own. All uranium mining has come to an end. Sherwood Mine has been remediated while Midnite Mine has been classified as a superfund site and scheduled for cleanup beginning in 2015.

Sustainable Strategies

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In 2010, rural communities nation-wide were experiencing the highest rate of poverty since 1994. [14] With both the regional and national economies stagnant or in decline, the Spokane Tribal Community faces considerable challenges in stimulating its economy. Due to many contributing factors, the Spokane Tribe has been historically and geographically constrained in sustaining a local economy and/or participating in the regional economy. This is reflected by the existence of many low-income households as well as limited access to capital to support local business enterprise. Few community members have collateral which they can leverage to start businesses as on other reservations.

Sustainable Living Wage

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A living wage takes into account a basic family budget and area-specific elements. The reason for defining a living wage is that people working full time should be able to live decently and raise their families. This requires a wage and benefits package that takes into account the area-specific cost of living, as well as the basic expenses involved in supporting a family. For a family consisting of one adult and one child, a full-time minimum wage job does not cover a family's needs.

An ideal income can be defined in many ways. The "I am happiest when…" survey collected from the Spokane Tribal Community revealed the most common responses for income satisfaction. Income which allows individuals to "pay all of my bills", when "my kids' needs are met", and when "I don't have to rely on others". These statements support the values which the community deems important, that of self-sufficiency and taking care of one's household. The community knows what they need to support themselves and family, but current employment practices do not support these values well. Culturally, tribal people have always been able to support themselves and the needs of their families.

According to the Center for Reflection, Education and Action (CREA), an advocate for livable wages worldwide, "Sustainable living wages are wages that not only meet the basic needs of the workers and their families, but also provide for the setting aside of money for participation in culturally required activities, and planning for [the] future…" [15] This introduces the notion that savings is an important component of sustainability. Any family who faces a financial hardship (loss of employment, medical issue, etc.) without access to some savings is no longer able to maintain their family at the livable wage standard and address the new hardship. A sustainable wage would consider the possible hardship and continue to maintain a family on a budget.

Workforce Development and Human Resources

Based on community input, there is a need for increased training and education leading to job placement and job growth. According to the 2010 American Community Survey (ACS), 40.3 percent of the reservation population continued onto higher education. Overall, 18 percent of the population received a degree and 2.7 percent had attained a graduate or doctoral degree. There

[14] U.S. Department of Agriculture. (2011). "Economic Information Bulletin Number 85." Retrieved June 14, 2012 from http://www.ers.usda.gov/Publications/EIB85/EIB85.pdf

[15] Chhabara, Rajesh. (2009). Wages – Working for a living. Ethical Corporation. In Center for Reflection Education and Action. Retrieved May 16, 2012 from http://www.laborrights.org/creating-a-sweatfree-world/sweatshops/news/11949

are many community members with degrees and work experience and are skilled workers who are underutilized.

A "Talent Development Pipeline Study" will need to be conducted to determine employment gaps and coordinate pathways for training and education. Strategic investment in human capital is necessary with new or expanding economic development opportunities. This includes programs focused on training and building capacity based on the current needs of the community as well as future demands. With new opportunities, the need for a higher skilled and a specialized labor force will arise to meet the labor force of future tribal needs.

Entrepreneurship

Small business training and support for entrepreneurs within the tribal community presents another opportunity to support local economic growth. Specialized programs supporting the needs of Indian entrepreneurs have been shown to successfully encourage job creation and economic progress which could provide the means to create a local sustainable economy plus reduce economic "leakage." The Tribe should expand and promote partnership with groups such as the Northwest Area Foundation who work with Native American communities towards poverty reduction and sustainability.

Leakage is the measure of retail sales lost by a community to a competitive market, indicating the need for more retail development in an area.

Reduce Poverty through Social Equity

Promote traditional tribal values of caring for the people. "Social equity implies fair access to livelihood, education, and resources; full participation in the political and cultural life of the community; and self-determination in meeting fundamental needs." [16]

Sustainable Development

Recognizing limitations of the environment and a growing population, many community members have expressed a desire to seek more sustainable forms of economic development. This is reflected in the community's stated goals.

Western economic development initiatives have traditionally focused on a single bottom-line: profitability. For true sustainability, that which considers social and natural consequences, more is needed. Many have begun to see that a 'triple-bottom-line' approach will provide a much more holistic

outcome. The triple bottom is a measurement tool. "Triple bottom line economic development is defined as programs, policies, or activities designed to create or retain jobs and wealth that contribute to community well-being and sustainability over time." [17] It seeks to align and make a positive impact to the "three strands of the braid," including: people/equity, planet/environment, and prosperity/economy. For the tribal community, this model could provide an opportunity to include cultural values in decision making. The triple bottom line supports the economic land use sustainable strategies.

[16] Reliable Prosperity. (2012). "Social Equity." Retrieved June 6, 2012 from http://www.reliableprosperity.net/social_equity.html

[17] U.S. Economic Development Administration. (2012). "Triple Bottom Line." Retrieved August 7, 2012 from http://www.pdx.edu/cupa/sites/www.pdx.edu.cupa/files/TBL%20Project%20Overview%204-30-12.pdf

Spokane Tribal College Opportunities

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The community has identified that language and culture are important values to maintain. The Spokane Tribal College offers several associates degrees and cultural development courses (Salish, drumming, and beading) and several associate of arts/sciences degrees. Through agreements with universities, these courses allow students to gain higher education experience and study more culturally relevant courses without compromising family and tribal values.

Improve Local Business

Identify and create economic zones within destination centers which include improving walkability, redevelopment and reuse of existing facilities with access to infrastructure and services. A business incubator would help support these activities.

Business incubators are programs designed to accelerate the successful development of entrepreneurial companies through an array of business support resources and services.

Tourism

Tourism opportunities exist on and off the reservation. Two Rivers offers on-reservation tourism activities which include a Casino and RV Park & Marina. This area offers more opportunities for cultural and eco-tourism.

The 300 plus acres of trust land properties off-reservation, in the cities of Chewelah and Airway Heights, can provide for a diversity of mixed-use activities.

The Tribe has a wealth of natural resources that can be an integral part of eco-tourism activity. This type of economic development activity is sustainable and reduces impacts to the environment. The Tribe's culture can add value to this type of tourism to attract visitors. Cluster industries such as food, entertainment, and retail are small business possibilities to support this large economic development activity.

Globally, indigenous peoples are looking to tap into tourism as a means to create jobs, express their culture, and become self-sufficient nations. In 2010 the World Travel and Tourism Council (WTTC) estimated that as a whole, the tourism industry makes up for nearly 10% of the world's Gross Domestic Product, created 1 in 12

jobs, and that the industry is projected to grow 4% by 2022. [18] For indigenous peoples, developing a tourist industry can become a driver for sustainable economic development. Indigenous tourism offers international travelers looking to experience a region for its culture, landscape, and entertainment the opportunity to enjoy and learn the native peoples' histories and culture, and some tourists leave with a greater appreciation and understanding of the culture. This is not to say that indigenous tourism can only be done with an "indigenous" theme, many simply offer tourism opportunities that are more mainstream and have no cultural aspects attached to them. A tourist attraction can be any overlapping themes and the amount of indigenous culture incorporated can be solely determined by the host community. See Butler and Hinch diagram below.

Spokane Indian Reservation HUB Zone

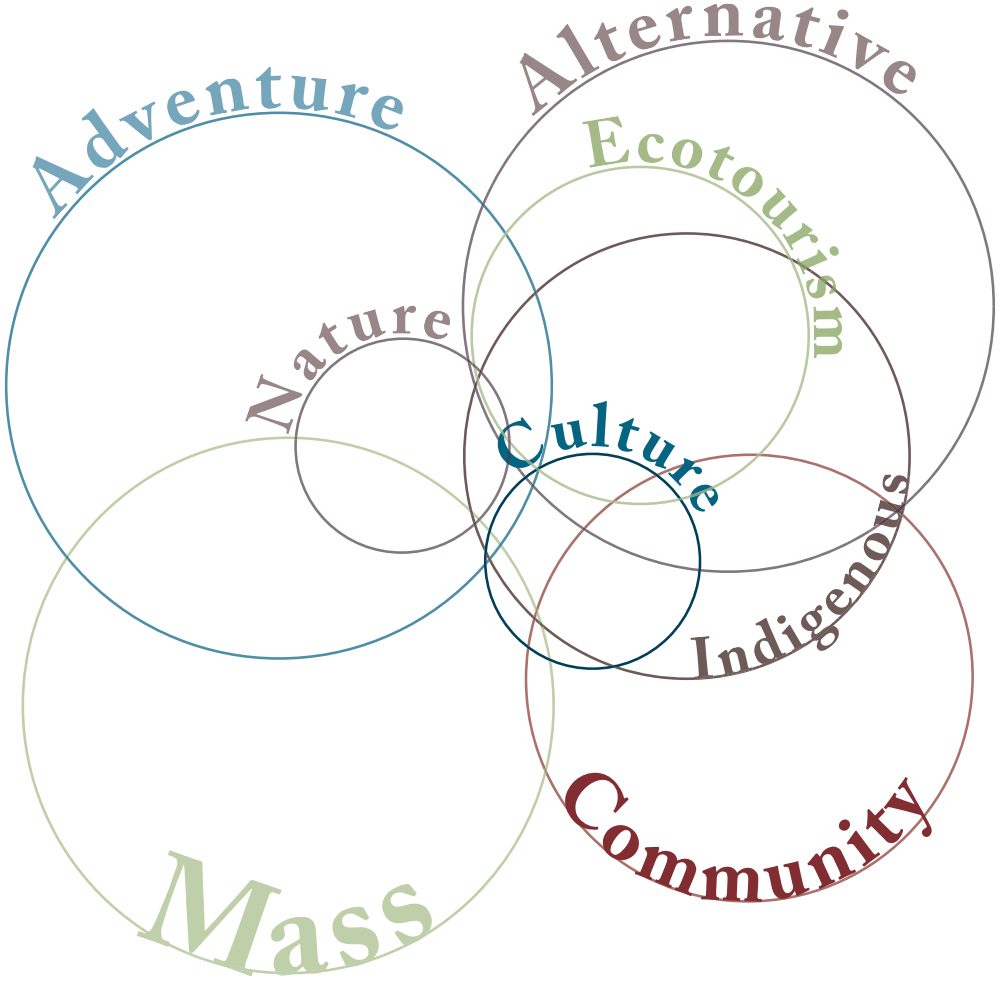
This status provides the Tribe with additional points when seeking federal economic development contracts for on-reservation activities. Collaboration efforts between the Tribe and private industry can be encouraged to meet current and future economic development efforts. http://www.sba.gov/hubzone

Land Use

The strategic placement of successful economic development activities must be located where major transportation corridors and housing can be accessed. Planning to concentrate housing and economic development activities can further promote healthy transportation options such as biking and walking.

Broadband and Radio

The development of these communication technologies will have a positive impact on the community. Broadband internet on the reservation will allow residents to pursue educational opportunities and home-based businesses without having to leave the reservation. It will also provide a way for tribal businesses to advertise and interact with customers and business partners. More and more, the expectation for people is to have some sort of computer access for day to day activities. Not having this access is going to become an increasing detriment to the people on the reservation as the rest of the world becomes more connected.
http://www.broadbandmap.gov/



Butler and Hinch (1996) Indigenous Tourism Model depicting the different types of tourism.

[18] World Travel and Tourism Council. (2010). "Economic Impact Research." World Travel & Tourism Council, London. Retrieved May 3, 2012 from http://www.wttc.org/eng/Tourism_Research/Economic_Research/

Spokane Tribal Food Sovereignty Visioning Report & Recommendations

Learning, food, culture, health, knowledge and prayer were among the most spoken topics in our conversations.

Overview

On January 31st, 2014 the Spokane Tribe of Indians hosted a Food Sovereignty & Safety Event at the Spokane Tribal Longhouse. This section is a summary of the time spent together and provides an overview of discussions that were focused on the following topics:

- Why is Food Sovereignty and Safety important to you and your community?
- What does the Spokane Tribe's current food system look like?
- What does a vibrant and healthy food system look like?
- How can we strengthen our current and future food system?

Summary of Findings

As participants introduced themselves and shared their own personal reflections on issues of Food Sovereignty and Safety, common themes emerged. A visual representation of words captured during this discussion can be seen in the word cloud printed on the cover of the report.

The following is a distilled version of collective thoughts shared:

Revitalizing Culture & Respect for All

It is important to remember that our traditional practices have significant healing potential. Reviving traditional food ceremonies as well as our language will help us to revive our traditional food culture and promote the transmission of our cultural ways. This is important because it reminds us of who we are and where we come from, uniting us with the land and one another. Our Elders want to be clear that the culture is our way of healing and that through strong prayer, good intention and honoring the beauty and goodness of the land, we can grow a healthier future for those who are yet to come.

Pictured above: "word cloud" comes from an online research tool that helps to identify key words in a document. The larger the word, the more often it was shared. Learn, food, culture, healthy, knowledge and prayer were among the most spoken in our conversations.

Healing Ourselves and the Land

Many shared concerns regarding the current health of our people and the land. Rising suicide rates, cancers, diabetes and environmental toxins are indicators of the challenges our people face in living healthy lives. However, with each challenge comes an opportunity just as with treaty rights comes responsibilities. Revitalizing our food culture and strengthening our food sovereignty is a way to gain stability in our community's health. We can do this through protecting our land from disturbances and cultivating our foods in a way that promotes cultural continuity.

Feeding a Hunger for Knowledge

Educational programs that embody traditional food teachings shared in a culturally appropriate way will help us to promote generosity and keep alive our good knowledge. This means engaging in our knowledge in the same ways our ancestors have since time immemorial- through observations, hands-on practice, in the elements, celebrating seasons, with respect, using the power of testimony and in our language.

The following are some examples of topics requested:

- Skill shares focused on traditional hunting, fishing and gathering techniques
- Food processing of fish and game, canning or drying our foods for storage
- Garden and livestock training programs that complement our region and way of life
- Traditional and modern plant knowledge curriculum focused on our own traditional cultivation techniques
- Modern environmental issues and solutions need to be shared with tribal members
- Youth programs closely designed with input from our Elders are a critical piece to these programs, they must be an integral part of knowledge sharing

Food Security & Environmental Concerns

Research studies on pesticide levels and contamination of the land need to be prioritized and those findings need to be shared with our community so that we can all work together towards repairing the health of the land, leaving it healthier and cleaner for future generations.

Going back to our grandparents and great grandparents, generational value of hard and smart shared work in providing our own food, growing our own gardens, producing livestock, hunting and gathering will only strengthen our food system. As we become active participants in our food system, we can increase our opportunities to strengthen our economy as well. This means job opportunities, self-determination, empowerment through knowledge, providing a closer proximity to our food sources and strengthening our social economy as well.

Foods as an Organizing Tool

People identified our first foods as our strongest community organizing tool. Gathering together to strategize methods to increase our health, weave together generational gaps and generate interest and excitement, we can begin to strengthen our food system and celebrate our food culture in the process. Our foods unify us and reconnect us with the land. This is significant and important to our people and to sustaining our sovereignty and identity.

Our Current Food System

An inventory was taken that looked at the current food system that feeds residents of the Spokane Reservation.

This snapshot provides insight to future partnerships and interventions that will strengthen our food security and cultivate food sovereignty.

Annual Community Hosted Events

Community Day
Salmon Distribution Day
Annual Root Dig
Culture Week
Watermelon Festival
First Salmon Ceremony

Community Meal Programs

Elders Meal Program
Daycare Meal Program
Headstart Meal Program
TANF Assistance
Health and Human Services
Longhouse Meals

Community Food Programs

Ceremonial Foods
Food Bank
Community Gardens and Greenhouse
Trading Post
Wildlife Program
Tribal owned land
The rivers and land

Community Food Resources

Process center for animals Freezer for community members Weekly ride to Spokane for groceries

Tribal Programs for Food Programs

Elders Program
Community Center

Summer Youth Program

Culture Program
Language Program
Museum
Tribal College

Traditional Foods Harvested

Partnerships with: Stevens, Lincoln, Spokane, Pend Oreille, Adams, Whitman and Franklin Counties

Wild Game: elk, moose, deer
Fish: trout, salmon
Berries: huckleberry, foam berry, elderberry, choke cherry, strawberry
Roots: camas, bitteroot, biscuit root, wild carrot, wild potato, wild onion
Other plants: osha root, nettle, willow, roses, lomatium, black moss, oregon grape

Action Steps

Launching the Spokane Tribal Food Sovereignty Project:
Numerous opportunities were identified during our time spent together. The following action steps are suggested recommendations, made by participants at the "2014 Spokane Food Sovereignty and Safety Event."

Hold Community Meetings

Identifying community members who would like to participate and hold project meetings at least once a month is a great place to begin. During our meetings we can strategize and discuss how the group would like to work together, review the visioning discussion included in this document and strategize together how that vision can be a reality.

Host Community Classes

Develop monthly community classes around healthy traditional foods featuring local experts in the community. These classes could include, but are not limited to: harvesting excursions, food processing workshops, cooking demonstrations, gardening classes and groups, modern and traditional methods of preserving, and require incorporating the language in these classes.

Create a Strategic Communication Plan

Advertise through the local newspapers like the Rawhide Press and Radio Time. Utilize social media outlets like Facebook and Twitter. Hang flyers up at the Trading Post, health building, schools, Elder's building, and start an email list-serve for those interested in updates. Maximizing advertising of initiatives and meetings will cast a wide net, engaging all interested community members and showcasing the amazing work our community is accomplishing.

Develop Tools for Navigating Your Food System

Community food assessments, food mapping, recipe books, digital storytelling, handouts and information sheets are just a few examples of tools that can help community members to better navigate our food system. The Spokane Tribe just published a traditional hunting, fishing and gathering map of the surrounding region including six counties. How might we utilize this map to secure the culturally appropriate food system we envision?

Partnerships

Cultivating a network with organizations (tribal and non), interested community members, educational entities and Spokane tribal leadership will help this work happen. Using our food system as a community organizing tool can provide opportunities for our people to be actively engaged in that food system and is ultimately what makes us stronger and more resilient.

Goals

The purpose of the goals is to provide guidance for decision making and planning. They indicate how the community would like future development to occur and how it may be achieved. The Implementation Strategies chapter will sort them with their Objectives and Action Items into one of the following four themes including 1) Coordinated and Collaborative Planning 2)Enhance the Quality of Life 3) Promoting Tribal Values and 4) Community Empowerment.

ED Goal 1:
Maximize hub zone status and expand economic development activities outside reservation boundaries.

ED Goal 2:
Develop process to ensure economic development programs or projects are created that honor cultural values and traditions of respect, listening, living in harmony, and consideration of development with seven generation ideals.

ED Goal 3:
Foster private business ownership.

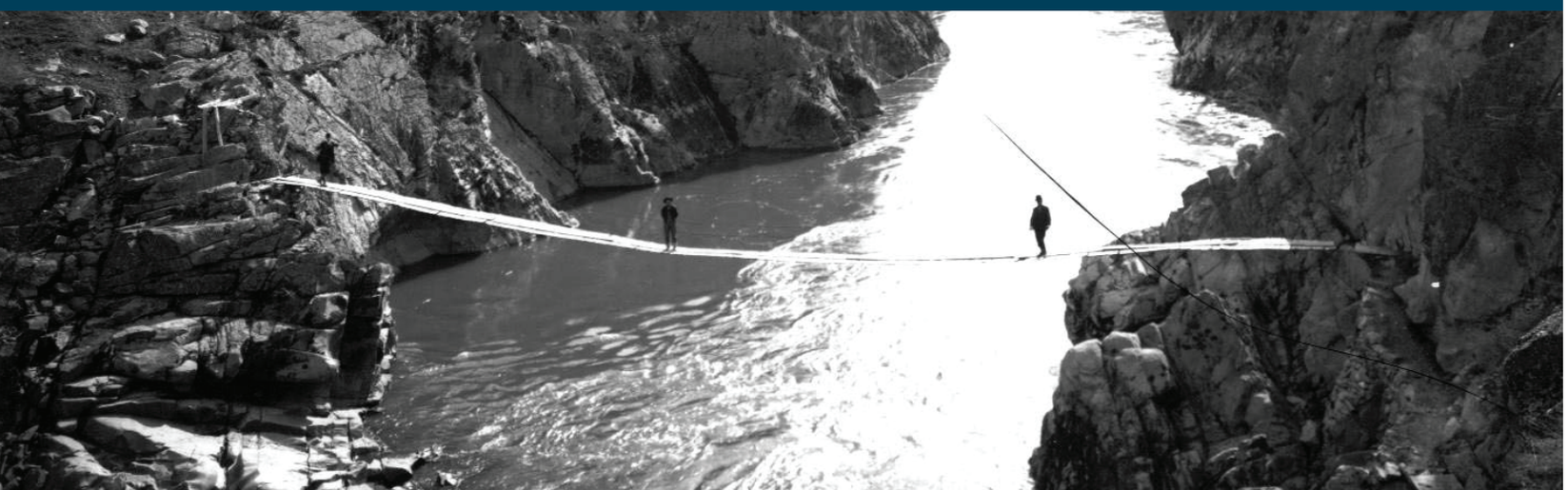
ED Goal 4:
Provide diverse education and training opportunities for tribal members to increase self-sufficiency.

ED Goal 5:
Expand culturally relevant tourism on and off the reservation to diversify the economy, increase revenue, and raise cultural awareness.

ED Goal 6:
Foster tribal self-governance.

ED Goal 7:
Increase tribal self-sufficiency.

Transportation snxʷiylwistn



Background

Transportation of peoples and goods throughout the aboriginal homelands required extensive knowledge of the natural environment and was necessary for a traditional lifestyle and participating in the regional economy. This required use of multi-modal transportation systems (walking, canoeing, horse, etc.).

Being complex hunter/gatherers, the Spokane had to create transportation methods and routes to transport gathered animals, plant food and other resources to and from their summer camps and to their winter storage. Nearly all present day paved and dirt roads throughout the nation and on the reservation were trails. These trails were forged by tribes for the purposes of hunting, food gathering, socializing, and trading. For the Spokane, river routes included but were not limited to the Spokane and Columbia Rivers. Various watercrafts such as log rafts, bundle boats, tule rafts, and canoes were used. Where suitable, bridges were built as well. [19] The introduction of the horse in the late 1700s or early 1800s dramatically increased mobility. [20] Horses transported heavy loads, aided food-gathering activities, and increased the travel range for multiple purposes.

Travel routes for the tribal community have always made good use of the natural geography. Many traditional routes and trails have now been developed into modern roadways. The relative isolation of the reservation from surrounding population centers makes travel a necessary component of life for the reservation community. Travel is required for getting to medical appointments, to school, to employment, and shopping. Personal and community well-being is often dependent upon the accessibility and reliability of adequate transportation. Based on surveys, 80% of respondents are required to drive in excess of 100 miles per week. Findings also revealed that families are spending $450 more annually on fuel than the U.S. national average. Being connected to regional roadways, transit, and multi-modal options is important. The 2010 addition of the 'Moccasin Express' public transit program has received positive feedback from the community especially those who would not otherwise have individual means of travel.

The goals voiced by community members include increasing the use of the public transportation program, improving the quality of roadways, and creating pedestrian-friendly options. The integration and connectivity of transportation with housing and economic development needs further exploration. Additionally, transportation alternatives will allow a measure of independence for those not able, or choosing not, to drive alone.

Access to education, employment, shopping, resources, and recreation opportunities requires community members to drive many miles off the reservation to neighboring towns. Rising fuel costs, long distances and/or access to a reliable vehicle may keep individuals from pursuing opportunities.

[19] [20] Ross, J. A., Egesdal, S. M., & Hill, G. (2011). The Spokan Indians. Spokane, Wash: Michael J. Ross.

Reservation Roads by Ownership

	Length in Miles	Paved Surface	Gravel Surface	Earth Surface
Total BIA Miles	241.5	48.5	49.8	143.2
Total WSDOT Miles	112	112		
Total Lincoln	2.4	2.4		
Total Stevens	57.5	41.5	12.6	3.4
Total S.T.O.I	4			4
Overall Total	417.4	204.4	62.4	150.6

Source: Spokane Indian Reservation FY 2011 Indian Reservation Roads Inventory.

Some positive steps to improve transportation are evident. An employee-coordinated vanpool system was also created in tandem with The Moccasin Express (TME). Currently, there are six fourteen-passenger vans available for employment and student use. Most recently through feasibility studies and the efforts of the Transportation Department, transportation needs were identified and solutions implemented. TME has provided some relief by having taken a major step towards expanding its public transportation services for its employees and students through the use of vanpools. Due to the lack of a local commerce on-reservation, a weekly shopping trip to the City of Airway Heights has also made it possible for connection to the Spokane Transit Authority (STA), Citylink, and Kalispel Transit System (KALTRAN) into five separate counties including Stevens, Ferry, Spokane, Pend Oreille, and Kootenai. Future efforts will need to be pursued to increase services to meet off-reservation needs.

The Indian Reservation Roads Bridges Program (IRR) was established on May 26, 1928 by Public Law 520. The partnership with the BIA and the Federal Highway Administration (FHWA) began in 1930 when Congress authorized the Secretary of Agriculture to cooperate with the State highway agencies. Prior to the Intermodal Surface Transportation Efficiency Act (ISTEA) in 1991, responsibility for tribal road systems was carried out under the direction of the BIA. ISTEA expanded the role of tribal governments in controlling their transportation programs under the IRR. [21]

Roads that serve tribal lands may be owned/managed by the tribe, county, BIA, or State. According to the IRR systems in 2012, the reservation consists of 417 miles of existing and proposed roads. Funded by the BIA, the Reservation Transportation Plans (TP) are updated on a regular basis and an annual Transportation Improvement Program (TIP) is submitted but may not be funded through the Highway Trust Funds for road construction on each IRR system. Estimates show that less than $500 is spent per road mile for IRRs compared to $4000 to $5000 per road mile spent by states. [22]

[21] [22] Rolland, Richard and Winchell, Dick. (2009). Tribal Transportation Planning Guide for Washington State. Retrieved from http://www.wsdot.wa.gov/NR/rdonlyres/D9668173-F25F-448B-B571-57EB32122036/0/TribalTransportationPlanningGuideforWashingtonState.pdf

Community Participation

Beginning in February through March of 2012, the Spokane Tribe distributed and collected 175 transportation surveys from community members asking them; "Are your transportation needs being met?" "If not why and how can they be met?" "What type of transportation programs would meet the needs of the community right now?" And, "What type of transportation programs would meet the needs of the community in the future?" Other questions asked on the survey included current and preferred transportation options and miles traveled per day. General comments about transportation were collected at info booths since May 2011. The Community Steering Committee met and began creating goals and objectives for the Tribe's future transportation programs on February 29, 2012.

Two static displays of the reservation roadways were created. The community was asked to indicate known automobile crash sites, and desired bicycle and pedestrian paths. On the automobile crash display community members were asked to place a colored dot on the display that represented the type of crash. On the second display the community was asked to identify (with markers) where they would like to see pedestrian and bicycle paths.

Community Data: Overall Transportation Themes

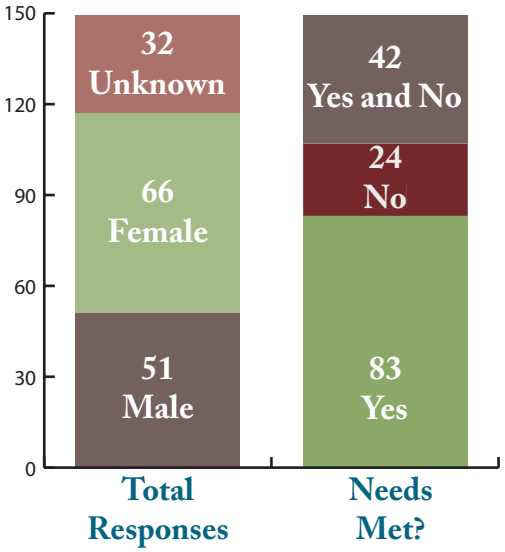
Expand, improve, and increase the frequency of current transportation services on and off the reservation

Provide more public transportation choices for on- and off- reservation needs

Create social, education, and employee transportation programs on- and off-reservation

Create bicycle and pedestrian paths

Increase public awareness of Tribal transportation programs

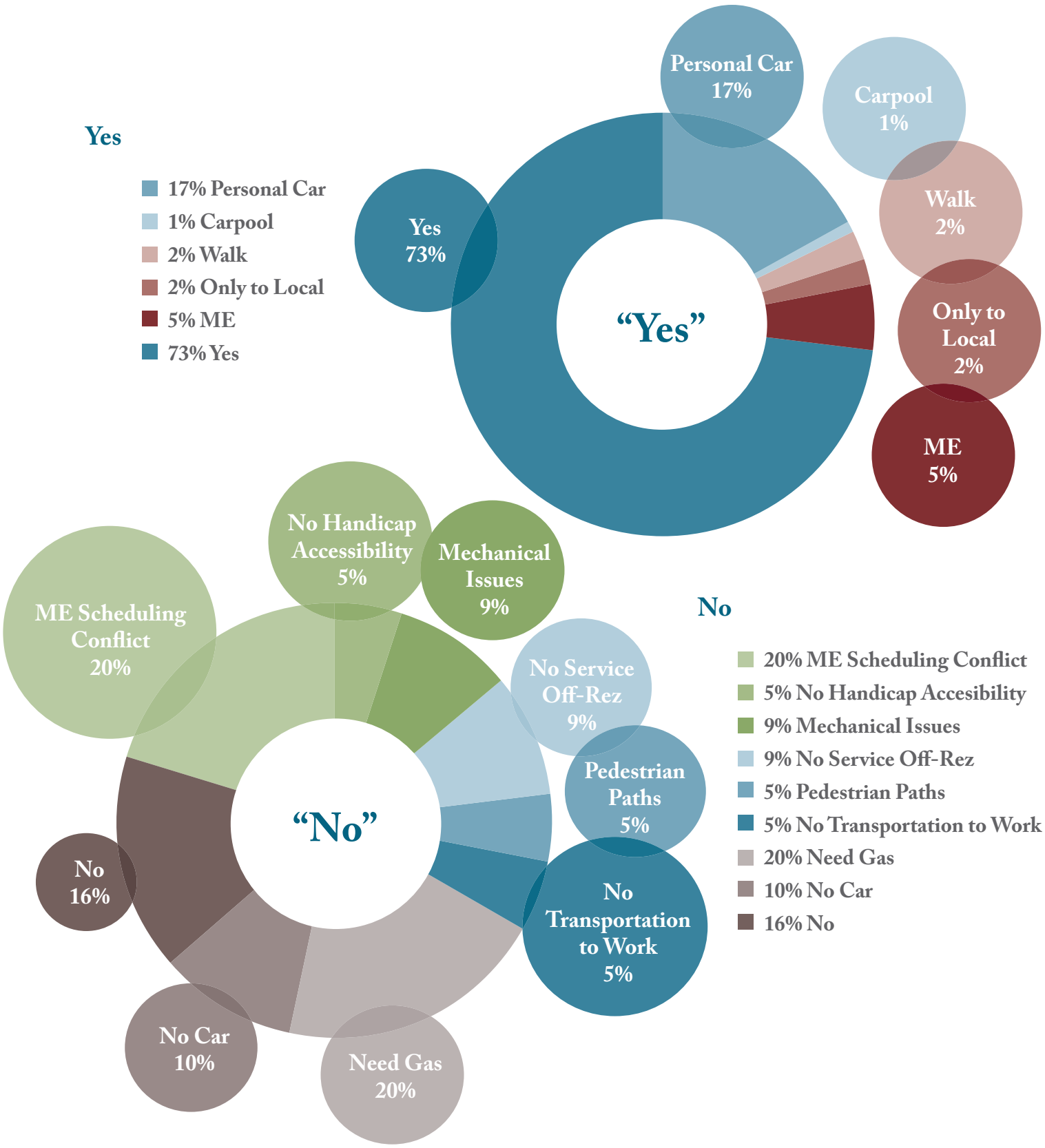


"Are your transportation needs being met?"
"If not, why and how can they be met?"

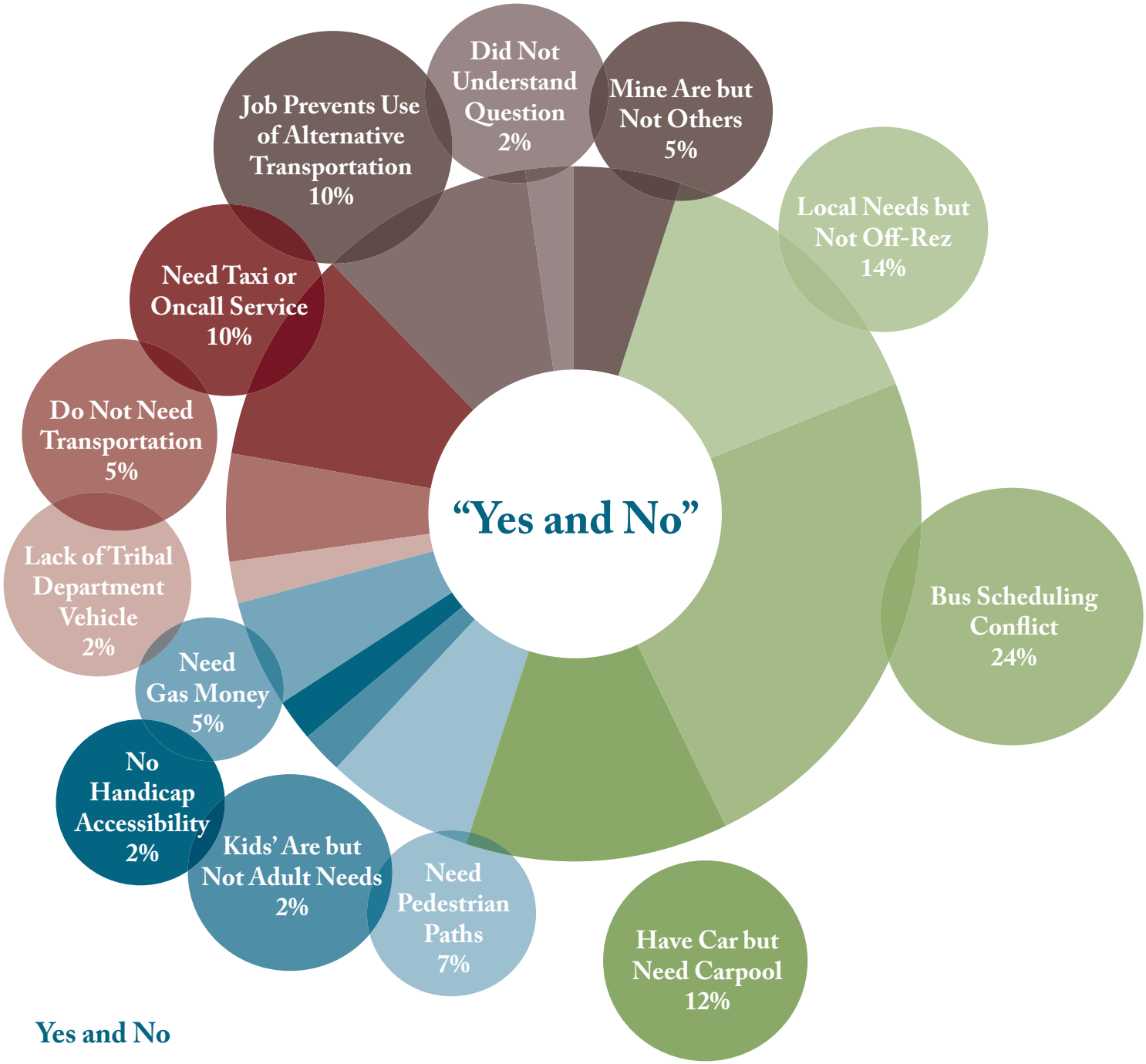
149 Total Responses

- 51 Males
- 66 Females
- 32 Unknown
- 83 Yes = 56%
- 24 No = 16%
- 42 Yes and No = 28%

Are your transportation needs being met?



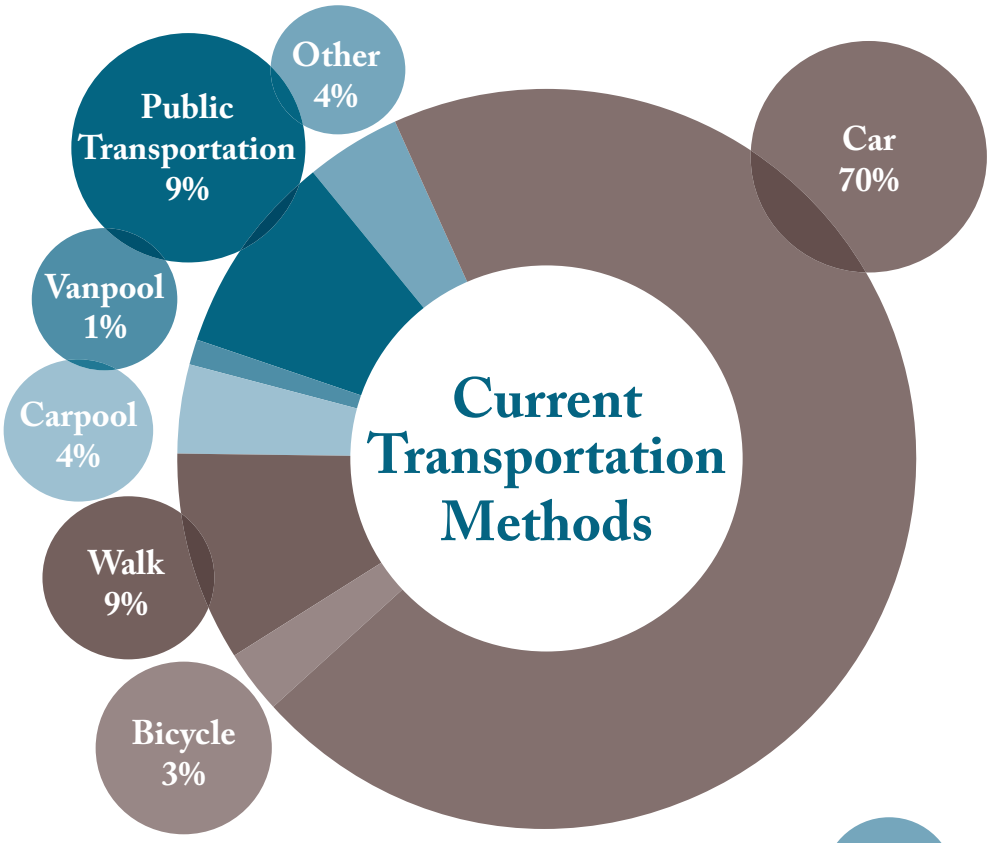
Are your transportation needs being met?



Yes and No

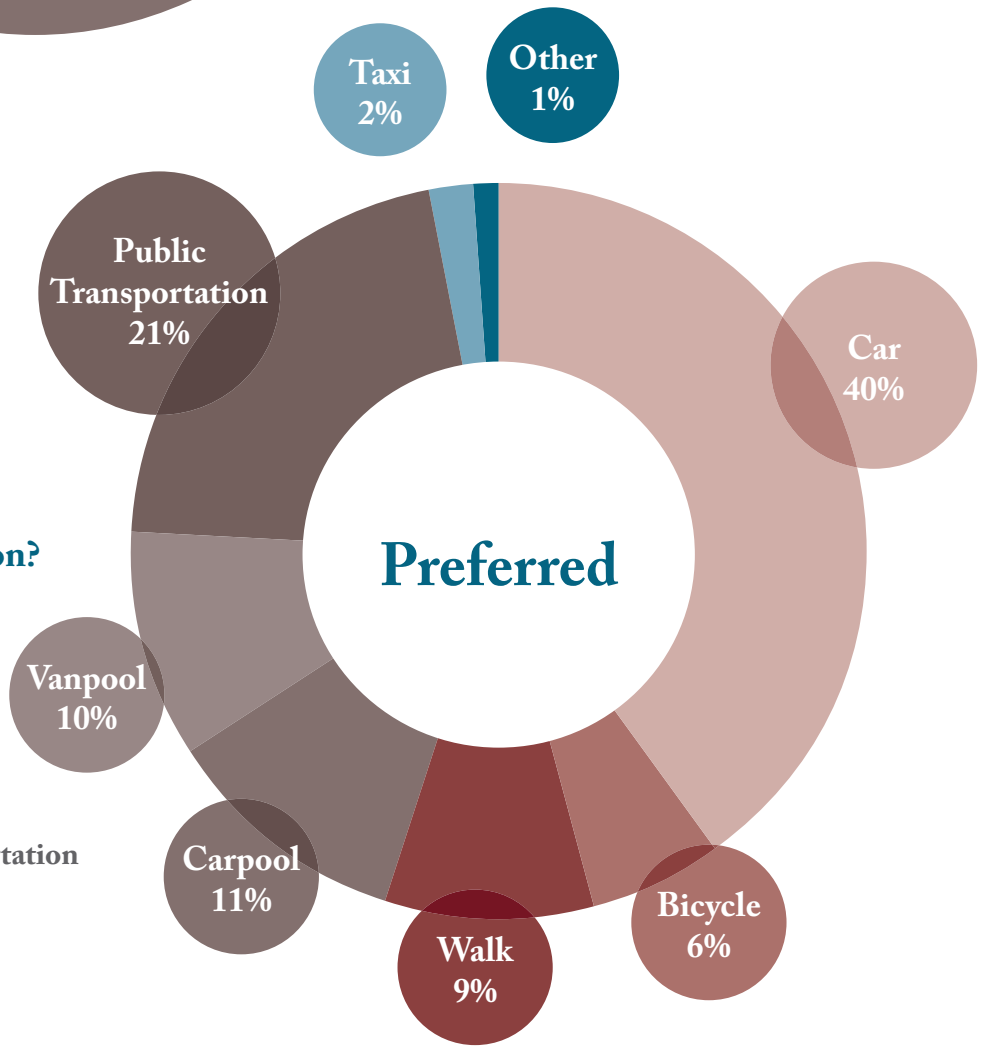
- 10% Job Prevents Use of Alternative Transportation
- 2% Did Not Understand Question
- 5% Mine Are but Not Others
- 14% Local Needs but Not Off-Rez
- 24% Bus Scheduling Conflict
- 12% Have Car but Need Carpool
- 7% Need Pedestrian Paths
- 2% Kids Are but Not Adult Needs
- 2% No Handicap Accessibility
- 5% Need Gas Money
- 2% Lack of Tribal Department Vehicle
- 5% Do Not Need Transportation
- 10% Need Taxi or Oncall Service

Current & Preferred transportation



What transportation do you currently use?

- 70% Car
- 3% Bicycle
- 9% Walk
- 4% Carpool
- 1% Vanpool
- 9% Public Transportation
- 4% Other



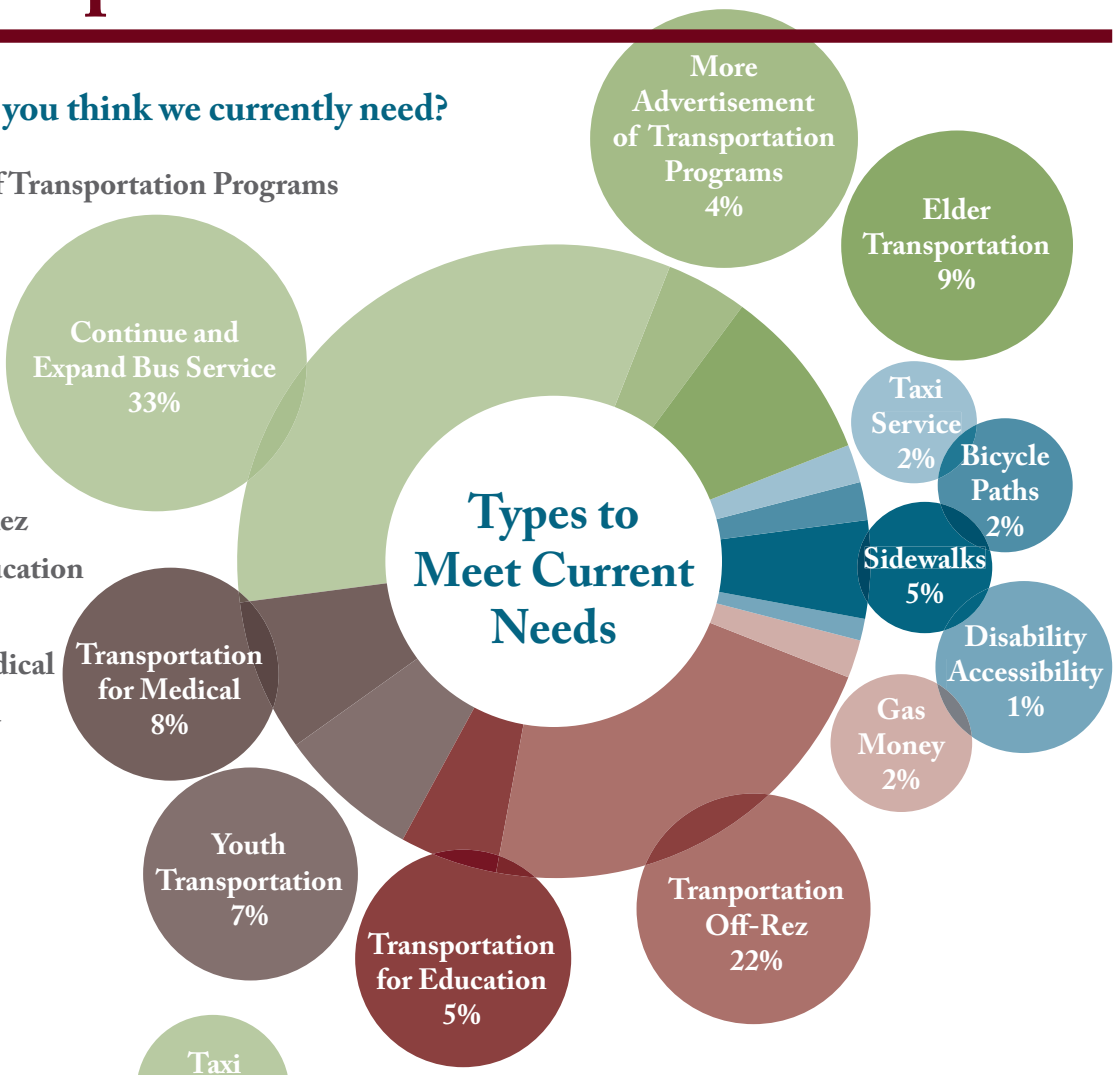
What is your preferred method of transportation?

- 40% Car
- 6% Bicycle
- 9% Walk
- 11% Carpool
- 10% Vanpool
- 21% Public Transportation
- 2% Taxi
- 1% Other

Types of Transportation Needed

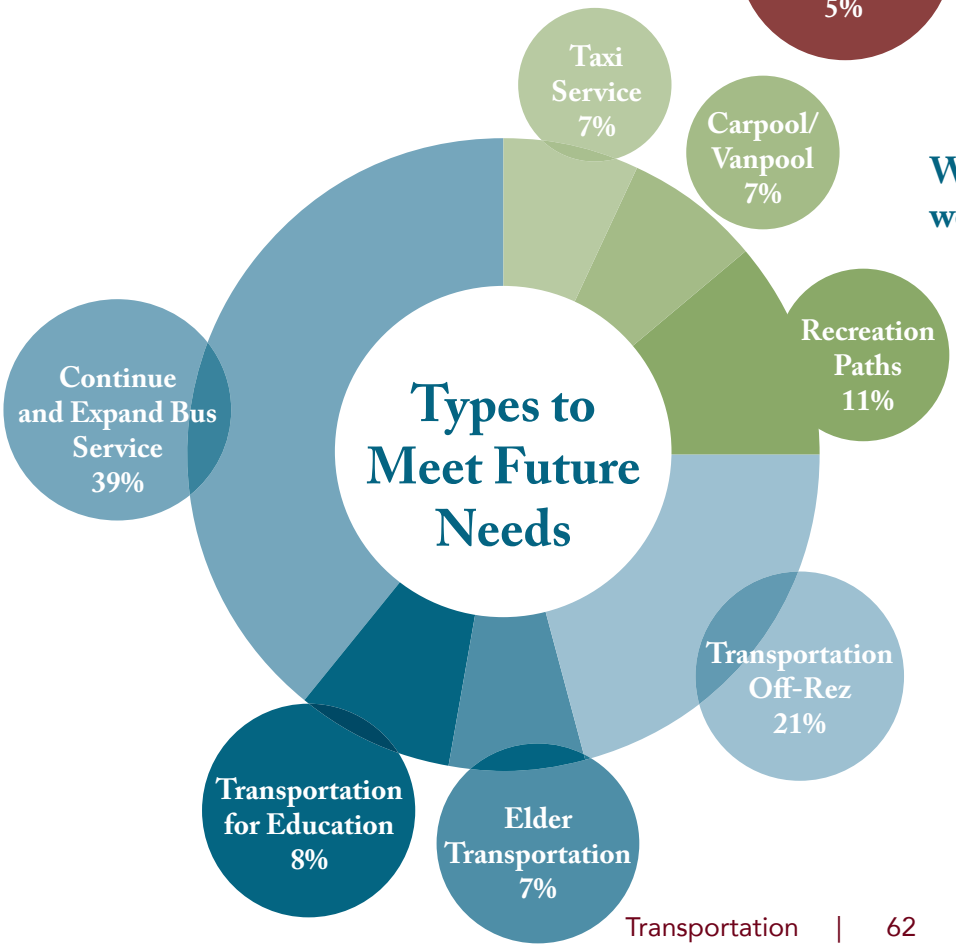
What transportation do you think we currently need?

- 4% More Advertisement of Transportation Programs
- 9% Elder Transportation
- 2% Taxi Service
- 2% Bicycle Paths
- 5% Sidewalks
- 1% Disability Access
- 2% Gas Money
- 22% Transportation Off-Rez
- 5% Transportation for Education
- 7% Youth Transportation
- 8% Transportation for Medical
- 33% Continue and Expand Bus Service



What transportation do you think we need in the future?

- 7% Taxi Service
- 7% Carpool/Vanpool
- 11% Recreation Paths
- 21% Transportation Off-Rez
- 7% Elder Transportation
- 8% Transportation for Education
- 39% Continue and Expand Bus Service



Issues & Challenges

Coordination

There are many challenges facing the Spokane Tribe in regards to transportation. These challenges highlight the need for a coordinated effort to improve Tribal road systems between the Tribe, federal, state and local agencies.

Land Use

The relative isolation of the reservation from surrounding population centers makes travel a necessary component of life for the reservation community. Travel is required for getting to medical appointments, school, employment, and shopping. Personal and community well-being is often dependent on the accessibility and reliability of adequate transportation. Current patterns of development unfortunately do not support walking and biking. The auto-orientated placement of homes and buildings, along with the lack of safe mobility options are of concern. Building in a way that supports public transit has not been considered in the current development patterns.

Infrastructure

The lack of existing infrastructure and funding to expand the current systems create constraints on growth and construction of vibrant/walkable communities.

Safety and Health

Safety and transit systems have been continual concerns for the community. High accident rates on the reservation are due in part to careless driving, weather influencing road conditions and poor road design. TME public transportation system was created in 2010 but a lack of connectivity to established regional public transportation systems off the reservation hampers the community connectivity to outside public transit for educational, economic and social purposes. Inadequate road design led to concerns for pedestrian safety on the reservation. Transportation options are limited and not consistently available causing some to walk, in some cases miles, in not always safe environments.

Current roadways do not accommodate or provide a separation between cars, bicycles, and pedestrians. The community has expressed the desire for biking, walking, and jogging paths. Children and adults currently walk within housing clusters, to and from school or work, recreation, and after-school activities. The lack of sidewalks, pedestrian and bike paths or lighting can make a simple walk dangerous. Providing these amenities to the community will promote healthy choices that do not require a vehicle and will provide for pedestrian safety.

Auto-Oriented Development

By siting homes in areas not served by infrastructure, away from work, shopping, and other facilities, people are required to depend predominantly on personal vehicles. This pattern of 'auto-oriented development' presents a host of issues relating to safety, health, and opportunities. Based on surveys, 80% of respondents are required to drive in excess of 100 miles per week. Findings also revealed that families are spending $450 more annually on fuel than the U.S. national average.

Limited Public Transportation

There is a need to expand the current public transportation system to serve the reservation community. Transit services have been expanding, and ridership has been increasing, but there are still unmet needs in the community. A lack of funding for new vehicles, as well as their operations and maintenance, limits the services that can be provided.

Desired Bike & Pedestrian Paths

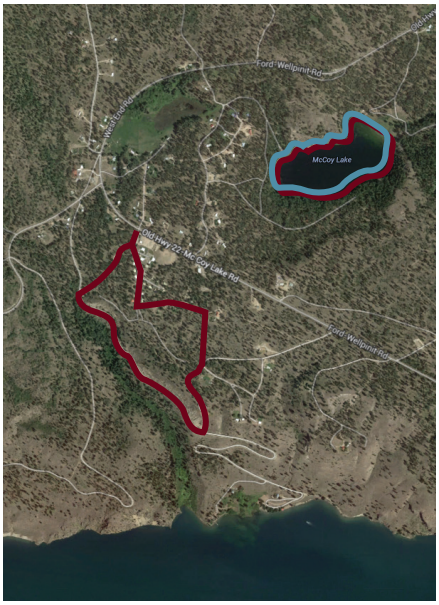
Bicycle Paths
Pedestrian Paths

Two Rivers Casino & Resort

Purpose: Recreation and tourism area on the reservation

Transportation Goal: Public transportation access, safety, and connectivity to other areas on and off the reservation. Plus bike and pedestrian paths for recreation that promotes health and wellness.

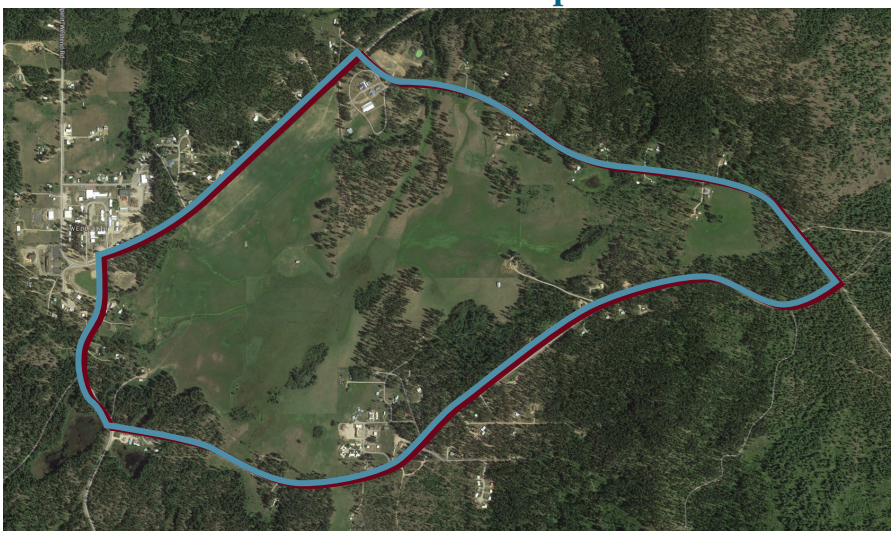
West End



Purpose: Major population center on the reservation

Transportation Goal: Public transportation access, safety, and connectivity to other areas on and off the reservation. Plus bike and pedestrian paths for recreation that promotes health and wellness.

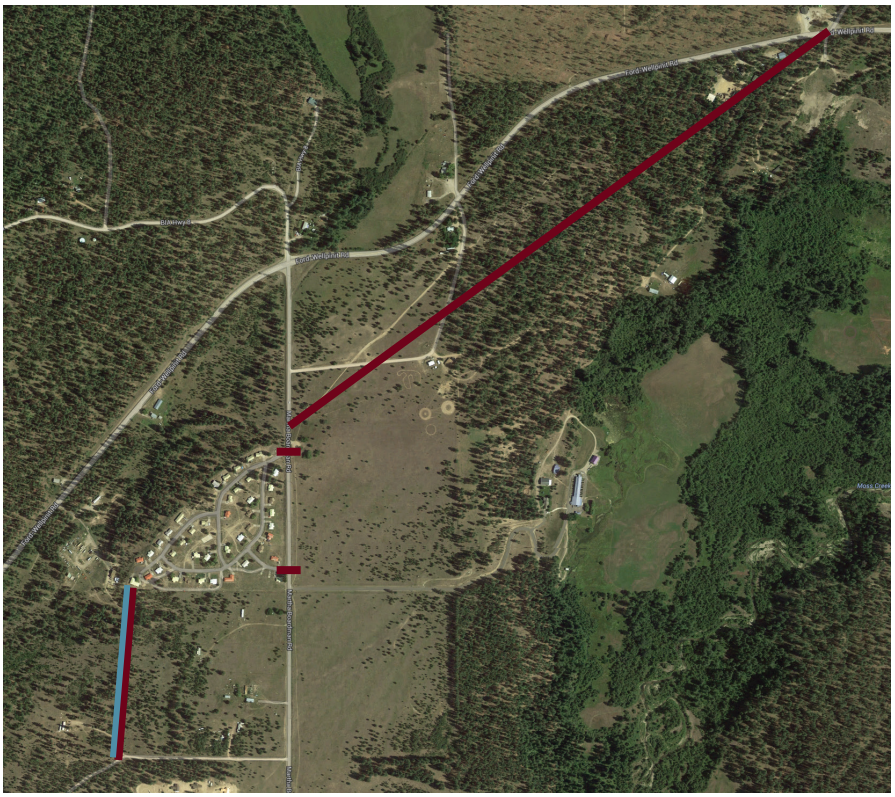
Sherwood Loop



Purpose: Area South East of Wellpinit. Location of Indian Housing Authority and Senior Housing Center.

Transportation Goal: Public transportation access, safety, and connectivity to other areas on and off the reservation. Plus bike and pedestrian paths for recreation that promotes health and wellness with connections to Wellpinit and Pow Wow Grounds.

Martha Boardman & Kokanee



Purpose: Sprawling housing cluster far away from public, retail, and commercial areas.

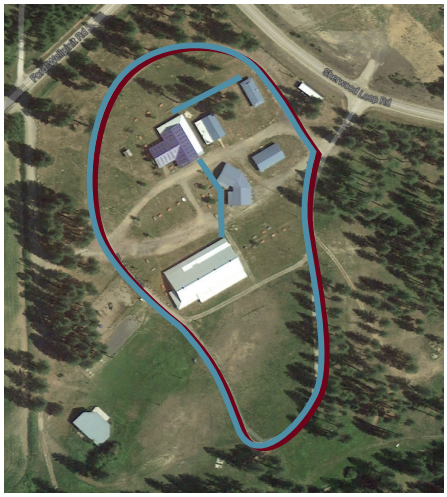
Transportation Goal: Public transportation access, safety, and connectivity to other areas on and off the reservation. Plus bike and pedestrian paths for recreation that promotes health and wellness.

Wellpinit

Purpose: Center of Tribal Government, programs and services. Location of the Trading Post (only grocery store on the reservation). Southeast of this area is Sherwood Loop. The location of Indian Housing Authority, Senior Housing Center.

Transportation Goal: Public transportation access, safety, and connectivity to other areas on and off the reservation. Plus bike and pedestrian paths for recreation that promotes health and wellness with connections to Sherwood Loop.

Pow Wow Grounds



Purpose: Fairgrounds east of Wellpinit used for Labor Day Pow Wow Celebration, community, and recreational activities.

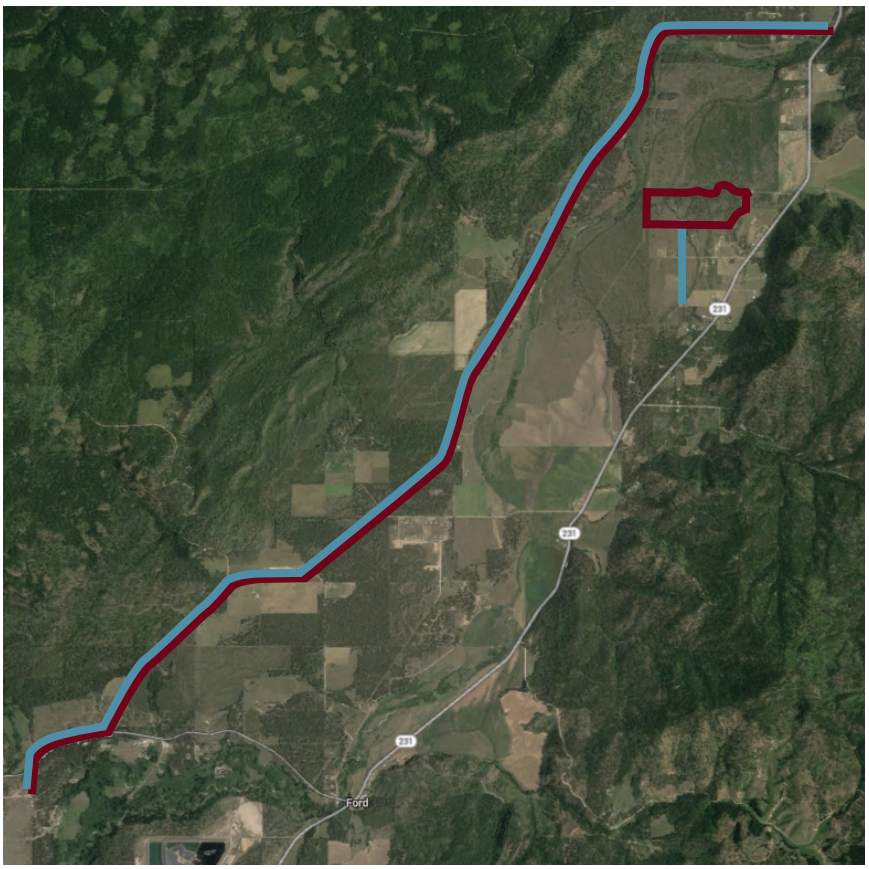
Transportation Goal: Public transportation access, safety, and connectivity to other areas on and off the reservation. Plus bike and pedestrian paths for recreation that promotes health and wellness with connections to Wellpinit and Sherwood Loop.

Housing

Purpose: To display the locations of these sprawling developments with no retail, commercial, or services to support the housing clusters.

Transportation Goal: Public transportation access, safety, and connectivity to other areas on and off the reservation. Plus bike and pedestrian paths for recreation that promotes health and wellness.

Reservation Road



Purpose: Sprawling housing cluster far away from public, retail, and commercial areas.

Transportation Goal: Public transportation access, safety, and connectivity to other areas on and off the reservation. Plus bike and pedestrian paths for recreation that promotes health and wellness.

Sustainable Strategies

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Transportation is linked to all aspects of life. Economic and social well-being depends on safe, clean, economical transportation and reliable systems to move people and goods. Transportation decisions should consider environmental, economic and social impacts to the community. Planning economical, safe, healthy, and reliable transportation choices for the future of the Spokane Tribal Community is essential for sustainability. Below are just a few sustainable strategies available.

Economical

Access to education, employment, shopping, resources, and recreation opportunities requires community members to drive many miles off the reservation to neighboring towns. Rising fuel costs, long distances and/or access to a reliable vehicle may keep individuals from pursuing opportunities.

Having multi-modal transportation options provides a range of affordable transportation options that reduces the necessity for single occupancy vehicles. By expanding systems such as the services of TME and its connections to regional public transit, increasing vanpools and carpools use, and adding pedestrian and bike paths, the quality of life of the reservation community will improve. This will also strengthen the reservation's economy by reducing household costs of fuel and vehicle maintenance, and minimize transportation's adverse effect on the environment.

Multi-modal is a connected transportation system that supports cars, bicycles, pedestrian, and public transit.

Accessible and Affordable Transportation

Culturally multi-modal transportation options have always been available. Having multi-modal transportation options provides a range of affordable transportation options that reduces the necessity for single occupancy vehicles. Rising fuel costs, long distances and/or access to a reliable vehicle may keep individuals from pursuing education, employment, shopping, resources, and recreation opportunities. Transit is a way to provide the community access to these services at a reasonable cost. Thirty-three percent of the community stated that expanding the bus program would best meet the current transportation needs. TME is adjusting their schedules to accommodate identified community needs for employment, education, youth program work schedules and expanded service to include off-reservation shopping.

Transportation Investment

Increasing investment into TME expansion will help meet the community's needs both on and off the reservation. The community has expressed the need to connect the current transit system with other regional public transit systems to allow access to the neighboring reservations, higher education institutions, training, and employment opportunities within the five separate counties.

Non-motorized Transportation

Non-motorized travel can provide significant community benefits. Many of these benefits can be overlooked or undervalued in typical economic transportation analysis. Some of the benefits are improved cycling and walking conditions and reduced automobile travel. It can also lend itself to compact and/or mixed land use development patterns. "Since physically and economically disadvantage people often depend on walking and cycling, improving these modes tends to increase social equity and economic opportunity." [23]

Safety and Health

Children and adults currently walk within housing clusters, to and from school or work, and for recreation. Inadequate sidewalks, no pedestrian or bike paths, and poor lighting can make a simple walk dangerous. Providing these amenities to the community will promote healthy choices that do not require a vehicle and will provide for pedestrian safety.

- Providing transit shelters improves safety for the community. Shelters provide protection from the elements and a safe place to be picked up and dropped off, improving overall ridership of transit and the quality of life of users.
- Safety on the road for drivers, passengers and pedestrians is essential for the overall health of the community. Appropriate lighting, signage, handicap accessibility, and well maintained roads benefit all who use the roads and pedestrian paths.
- Separated and designated pathways for non-motorized transportation. This will provide an opportunity for transportation choice and safety.

Reliability

Providing up-to-date notices regarding transit schedules, changes, and delays benefit users of public transit and help to maintain ridership.

- Posted schedules, consistent routes, and timely pick-ups and drop-offs allow users to plan their day effectively and efficiently.
- Increase the level of services on and off the reservation.

Maintaining Roads during Harsh Weather

Improve Emergency Medical Service response times. Seeking regional county collaboration will reduce the maintenance cost of roads to the Tribe. This will increase safety, and mobility on- and off-reservation.

[23] Litman, Todd. (2012). Evaluating Non-Motorized Transportation Benefits and Costs. Victoria Transport Policy Institute.

Goals

The purpose of the goals is to provide guidance for decision making and planning. They indicate how the community would like future development to occur and how it may be achieved. The Implementation Strategies chapter will sort them with their Objectives and Action Items into one of the following four themes including 1) Coordinated and Collaborative Planning 2)Enhance the Quality of Life 3) Promoting Tribal Values and 4) Community Empowerment.

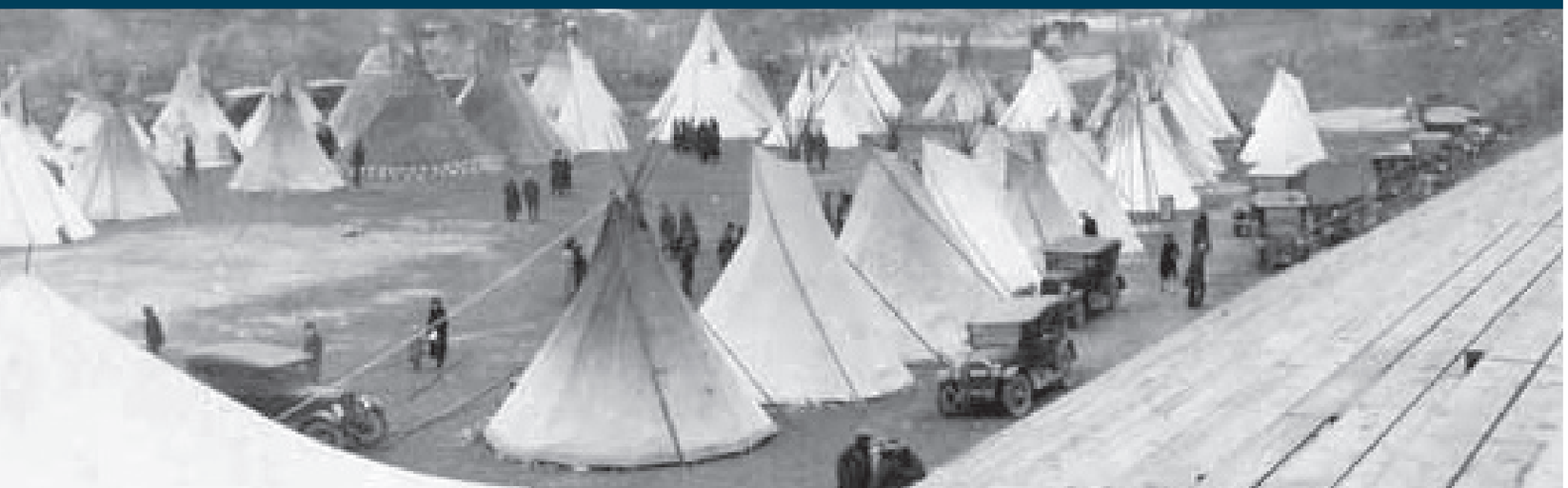
TR Goal 1:

Create transportation options to meet the current and future needs of the reservation.

TR Goal 2:

Promote energy efficient and environmental friendly transportation choices.

Housing



Background

The settlement patterns consisted of permanent winter villages as well as temporary spring, summer and autumn camps to facilitate the gathering and storage of different resources (Ross 2011:200). During winter months, Spokane villages were usually between six and twenty extended families per village. [24] There were several types of housing, community, and utilitarian structures in a village ranging from individual tule mat, animal skin, and bark teepees; long tule mat multi-family dwellings; partially buried pit homes; and ramadas to name only a few. Winter villages were located on upper riverbank terraces enjoying a southwest facing exposure to the Spokane River. Near the dwellings each extended family had large drying racks, storage sheds and large food storage pits. [25]
Many homes had a main support frame with three or four top-forked poles that created a cone shape covered with tule mats or skins. [26] Storage structures were also built at this time along with bark, hide and canvas tipis. Traditionally, the longhouse was not seen as a dwelling, but used as a place for celebration. [27] The size of the house was about eighty feet long and covered with tule matts that could accommodate five to six nuclear or extended families, each occupying a sleeping compartment. [28] The Spokane used dressed logs for log houses, barns, and storage structures prior to the reservation system. The walls were made with ponderosa pine and doors were made with boards with leather hinges. [29] Log houses as winter homes were mostly replaced just before World War I when people began living in the government lumber-built houses. Most of these homes were built between 1904 and 1907.

During the summer months, structures needed to be highly mobile in order to facilitate ease of movement to allow the Spokane to hunt, fish, and gather foods. The tule mat teepee was a great warm weather structure since the mats could breathe and when it rained, the tule mats swelled to become 'waterproof'. Summer teepees remained common on the reservation into the early 1940's. [30]

Native women had responsibility for the home and everything that pertained to it. The women owned and controlled the home and everything in it. They were also responsible for site selection. Plateau women set up camp by raising the mat lodges and broke camp by dismantling them for travel. It was also widely known in the region that women owned the lodge, not the men. Even during divorce, the woman retained the lodge materials. Through the process of architectural colonization, Plateau women lost their importance to the people's housing and the social practices that grew from that connection (Wright 2003:2). [31]

Moving villagers, their homes and communities led to housing problems. Even though the 1921 Snyder Act had authorized the BIA to provide a broad range of assistance programs in Tribal Areas, it took many years before the Federal Government seriously addressed the housing problems of Indian country. The BIA never took advantage of the Act until 1965 when it established its Housing Improvement Program (HIP) (Assessment of American Indian Housing Needs and Programs: Final Report). The housing problems of AIAN remain considerably more severe than those of non-Indians in all parts of America. [32] Problems such as over-crowding, deficiencies in structural conditions, affordability, low homeownership rates and homelessness have all been mentioned.

As Indigenous people, Spokane Indians are the descendants of the

[24] [25] [26] [27] [28] [29] [30] Ross, J. A., Egesdal, S. M., & Hill, G. (2011). The Spokan Indians. Spokane, Wash: Michael J. Ross.

[31] Ross, J. A., Egesdal, S. M., & Hill, G. (2011). The Spokan Indians. Spokane, Wash: Michael J. Ross.

original or pre-colonial inhabitants of a geographical area, whose distinctive identity, values, and history distinguishes them from other sections of the national community. [33] With this status, indigenous people have the basic human right to retain the continuity of architectural heritage and associated values while no longer excluding ancestral architecture from setting the standards by which architecture is architecture. We are now asking, "What is Spokane Indian Architecture?"

Today, there are seven housing developments located across the reservation with additional residences along major roads. These developments consist of 20 to 40 homes each. The 2010 U.S. Census Bureau reported 777 housing units on the reservation and two off-reservation units on tribal trust lands. 85.2 percent of these homes were built after 1970. According to the census, there was a 92 percent occupancy rate with 67.5 percent being owner occupied. The average family size was 3.5 persons.

The SIHA currently manages and operates 348 HUD funded homes. These consisted of 209 homebuyer program single family homes, of which 136 units have been paid off and 136 are rental units. SIHA also purchased 16 Federal Emergency Management Agency surplus trailers which have been sold to tribal members as housing units. There are 29 separate homes which are part of the "Down Payment Assistance" program, 12 financed homes, and 2 rental units. To date, SIHA has assisted with 43 financed homes; two of which are rentals. However, there is still a waiting list of 143 individuals in need of reservation housing. Since half of the Tribal membership resides off the reservation, the community has identified a need for off-reservation housing. Overcrowding remains a problem on- and off-reservation. The Persons Per Bedroom in Wellpinit, Martha Boardman, and the City of Spokane with rates up to four times the national average. [34] There is evidence that some residences are being underutilized.

The Tribe acknowledges the need to concentrate housing into developed areas such as the IRMP housing "Short List." This strategy further promotes the overall goal of protecting and preserving the reservation's natural resources.

Energy costs due to poor quality construction are seen as one of the primary expenses directly impacting households. With some families' monthly energy bills in excess of $400 dollars during the winter weather extremes, already difficult economic situations made worse.

Data from the community has identified a need for culturally relevant housing, energy efficiency, and to live near family. Culturally relevant housing designs and choices in building materials can reduce household expenses and meet the community's needs. Goals, objectives, and policies created from the steering committee and the existing tribal plans can provide a desired and sustainable direction for future housing.

[32] U.S. Department of Housing and Urban Development. (1996.) Assessment of American Indian Housing Needs and Programs: Final Report (HUD-7159). Washington, DC: Author. Retrieved from http://www.huduser.org/publications/pdf/Hud%207159_1.pdf

[33] Ermine, Willie, Raven Sinclair, and Bonnie Jeffery. (2004). The Ethics of Research Involving Indigenous Peoples. Saskatoon, SK: Indigenous Peoples' Health Research Center. Retrieved from http://iphrc.ca/assets/Documents/ethics_review_iphrc.pdf

[34] U.S. Department of Housing and Urban Development. 2007 "Measuring Overcrowding in Housing," Office of Policy Development and Research, pp 7. Retrieved July 23, 2012 from www.huduser.org/publications/pdf/Measuring_Overcrowding_in_Hsg.pdf

Housing Shortages

There is currently a waitlist well over 170 individuals who need housing. This contributes to overcrowding problems both on and off the reservation. The Persons Per Bedroom in Wellpinit, Ford, and the City of Spokane has rates up to four times the national average. Housing survey results indicated up to five people per bedroom. The shortage in housing also contributes to homelessness. There are people on the reservation that are without a regular dwelling. They are homeless and must find places to stay amongst friends and relatives. The lack of a regular residence contributes to the difficulty in finding employment.

Persons Per Bedroom

Highlighted are the percentages of the total column responses having more than 2 persons per bedroom which is considered overcrowding. Anything >2 is considered extremely overcrowded

2005 (%) Based on AHS National Data	West End	New House	Ford	Welpinit	Martha Boardman	Kokanee	Reservation Road Cluster	Spokane	Airway Heights	Other/Unknown	Total
<=2	97.35	100	100	95.24	89.47	88.23	100	100	91.05	100	93.09	90.31
0.1 to <0.5	10.66	7.4	0	9.52	5.26	17.65	0	0	5.97	0	0	5.91
0.5 to <1	33.16	25.93	25	28.57	23.68	17.65	33.33	37.5	14.93	33.33	20.69	21.82
1	30.03	18.51	25	19.05	21.05	5.88	50	25	28.36	0	34.48	23.35
>1 to <1.25	0.33	3.7	0	0	0		0	0	2.99	0	0	1.36
1.25 to <1.5	9.77	11.11	25	19.05	13.16	23.53	16.67	25	13.43	0	13.79	15
1.5 to <1.75	7.51	14.81	0	4.76	13.16	11.76	0	12.5	4.48	33.33	13.79	9.55
1.75 to <2	0.29	0	0	0	2.63	5.88	0	0	0	0	0	0.9
2	5.59	18.51	25	14.29	10.53	5.88	0	0	20.89	33.33	10.34	14.55
>2	2.65	0	0	4.76	10.52	11.76	0	0	8.96	0	6.9	6.6
>2 to <2.25	0.01	0	0	0	0	0	0	0	0	0	0	0
2.25 to <2.5	0.33	0	0	0	2.63	0	0	0	0	0	0	0.45
2.5 to <3	0.85	0	0	4.76	0	0	0	0	1.49	0	3.45	1.36
3 to <4	1	0	0	0	5.26	11.76	0	0	4.48	0	3.45	8
4 to <5	0.34	0	0	0	2.63	0	0	0	0	0	0	0.45
5 to <8.5	0.12	0	0	0	0	0	0	0	2.99	0	0	0.9
Total Responses		27	4	21	38	17	6	8	67	3	29	220

Note: This figure reflects input provided from the Housing Element Survey. Although 227 surveys were returned, only 220 surveys provided the number of people in household and the number of bedrooms required to determine the persons per bedroom averages (# of people in household/# of bedrooms). The numbers under the community reflect the percentages of survey responses for that community. For example 33.33% of Airway Heights survey responses live in a house with 2 persons per bedroom. Highlighted are the percentages of households having more than 2 persons per bedroom.

Adapted from U.S. Department of Housing and Urban Development, Office of Policy Development and Research. (2007). Measuring Overcrowding in Housing, (pp 7). Retrieved from www.huduser.org/publications/pdf/Measuring_Overcrowding_in_Hsg.pdf

Community Participation

Beginning in April 2012, the Spokane Tribe began its public involvement campaign for the Housing Element. A five page housing survey asked the community what they liked and disliked, and identified what changes were needed.

Over 2,000 surveys were distributed through email blasts, listening booths, community events, the Sustainable Community Project blog, and mass mailers that reached tribal members who live off of the reservation. 227 surveys were returned from respondents who live throughout the reservation and from membership located off of the reservation. From the input provided by the community, themes emerged on the type of housing changes that need to be made to meet the needs of the community now and in the future. The Community Steering Committee met and created goals and objectives for the Tribe's future housing needs on May 29, 2012.

Overall Housing Themes

Create communities that reflect Native Spokane culture on the reservation

Build housing that meets the basic cultural and social needs of the community

Use earth friendly building practices in Tribal buildings and housing

Consider housing needs on- and off-reservation

Create clean, safe and healthy living environments

An interactive housing poster showing various architectural designs and symbols was created as a way for the community to choose a style they favored and which ones best represented Spokane Tribal culture. The poster was displayed at listening booths, the Wellpinit High School, and within the Tribal Administration Building. A total of 176 responses were collected from the poster survey. General comments made by the community about housing were gathered at listing booths from June 2011 through August 2011. The results indicated a wide range of housing style preferences from native traditional to western style models.

Issues & Challenges

Lack of Infrastructure Investment

Past and current housing development is primarily characterized by single-family detached housing units on rural and suburban scale lots. There is a lack of adequate infrastructure in the populated areas of the reservation to support concentrated development to create vibrant and walkable communities. The creation of the Capital Improvements Plan and identification of community needs will help prioritize development.

A shortage of investment in public infrastructure and utility expansion has resulted in clustered housing development miles away from commercial, medical, educational and government services. There is a need for reinvestment in existing infrastructure so that scattered development can be limited.

Multi-Family Housing

A negative perception of multifamily housing seems to prevent further investigation. However, a housing survey indicated that there is a preference by some of the community to live in multifamily housing such as apartments if they were available.

Building Codes

There are no formal tribal building codes for promoting and protecting public safety, health, and general welfare through permitting and inspections. There are persisting problems with quality standard construction, maintenance, mold, radon, and well contamination.

Lack of Homeownership Options

Reservation land ownership is a complex system with multiple layers of property rights, and ownership restrictions. Moreover, financing for individual housing construction is limited to special government programs. Property held in trust cannot usually take advantage of regular lending practices to finance construction. These restrictions 'complicate' home construction and ownership. There is a heavy reliance on the public housing authority to provide rental and affordable housing.

Off-Reservation Housing

More than half of all enrolled members of the Tribe reside off the reservation. Based on surveys, the community has expressed a need for more off-reservation housing. Housing choices are needed for both students and those seeking employment. This need could be met by the Tribe acquiring land and developing for that purpose.

Transitional Housing

"Transitional housing can be described as a home that assists people in transitioning from homelessness, substance abuse addiction, abuse in the home or other types of bad living environments" (www.transitionalhousing.org). There is strong need for transitional housing on the reservation. There are no current facilities which offer these services. People in need of this type of housing often times cannot stay with family due to HUD regulations regarding people that have been convicted of certain crimes. People sometimes end up back in the same circumstance that got them in trouble with the law in the first place due to a lack of a support system. Having resources, including housing, to transition would enable those at risk to break out of the destructive cycle.

Culturally Relevant Design

Based on surveys, the community has identified a need for culturally relevant housing design which incorporates traditional values such as living near family, and economical values such as energy efficiency. Culturally relevant housing designs and choices in building materials can reduce household expenses and meet the community's needs. Goals, objectives, and policies created from the steering committee and the existing tribal plans can provide a desired and sustainable direction for future housing.

Energy Efficiency

Energy costs due to poor quality construction are seen as one of the primary expenses directly impacting households. With some families' monthly energy bills in excess of $400 dollars during the winter weather extremes, make an already difficult economic situations worse.

Walkable Communities, Lighting, and Safe Pathways

Current development patterns are auto-oriented in nature. Most streets on the reservation are unlit at nighttime and there are very few distinguished pathways for non-vehicular mobility. Winter months present even more problems.

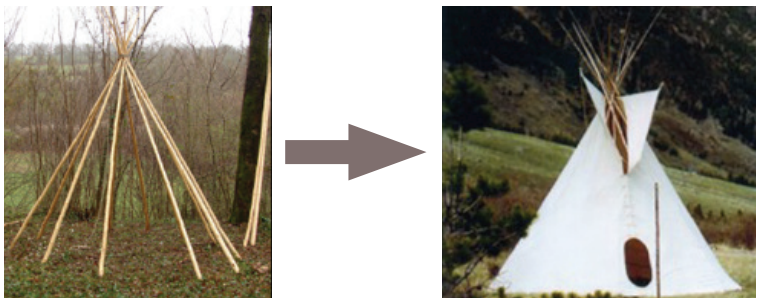
Clean and Safe Housing

Environmental factors contribute to safety concerns for both residential and commercial indoor air and drinking water. Due to the geologic characteristics of the reservation, high uranium, radioactivity, and radon emissions have been found. These elements, though naturally occurring, are linked to cancer and other medical problems. With the lack of construction standards in for non-housing authority owned houses, there remains a potential for construction that does not properly address these issues.

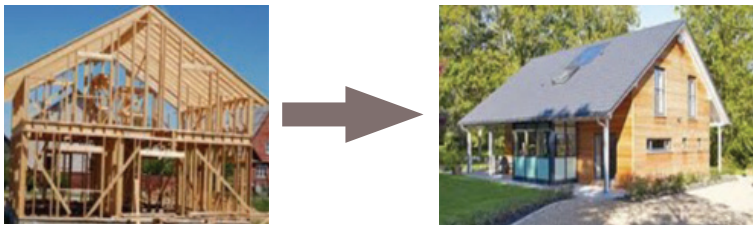
Building Principles

Our ancestors have always known about and used Building Codes, but they weren't called codes.

- Knowledge of proper building materials is a code
- Knowing the proper length of poles is a code
- Having the right size of pole is a code
- Knowing how many poles to use is a code
- Knowing where to build is a code



These same principles are used in proper construction of a modern home



What are the benefits of codes?

- Health and Safety
- Environmental
- Tribal Culture and Community Development
- Tribal Sovereignty/Self-Sufficiency
- Economic

Safety - Provides for a comprehensive set of building safety and fire prevention codes.

Improve Human Health - Codes can restrict the use of toxic building materials.

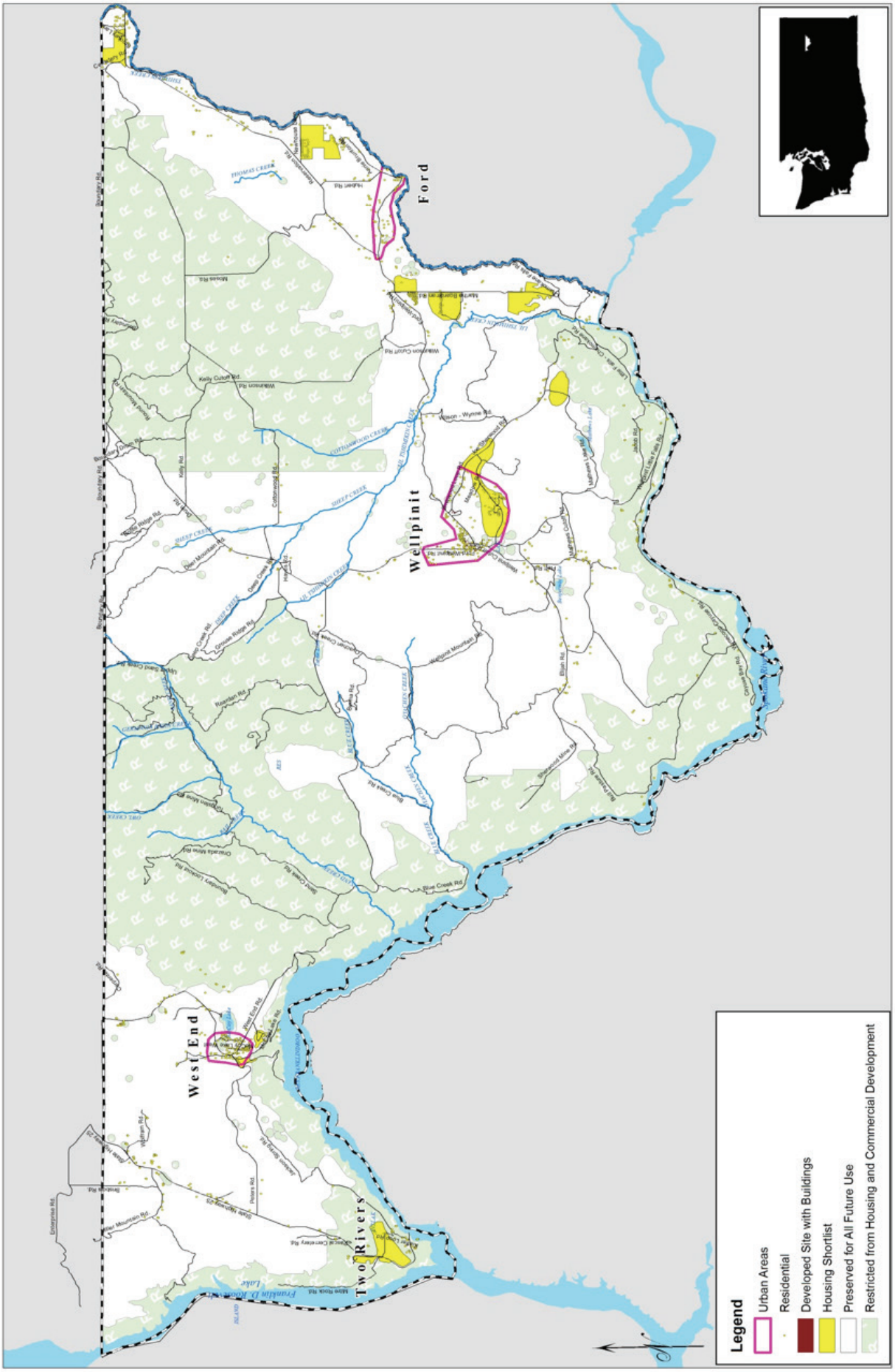
Reduced impact on the environment - Codes can prohibit or reduce development in sensitive areas.

Increase personal efficacy, kinship, and spirituality - A building's design can impact how people feel about themselves, and connect with others and the natual environment.

Cultural Strength - Tribal codes can facilitate cultural practices (spiritual, linguistic, artistic, material) in a way that general codes do not.

Tribal Priorities/Self-sufficiency - Codes can define performance measures appropriate to a Tribe's needs.

Spokane Tribe of Indians Housing Shortlist



The Housing Shortlist Areas are designated from the 2004 DNR IRMP.

Sustainable Strategies

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Cultural Relevancy

Central to the SCMP is the concept that housing decisions should reflect Spokane culture, Tribal heritage and traditional knowledge. This can mean a variety of things including how and where homes are built. Recovery of Spokane culture and architecture in the built environment is both an enormous challenge as well as an exciting opportunity.

When asked, 63 percent of the community members stated that Spokane tribal housing should reflect cultural needs and 76 percent expressed a desire to participate in the design and building of their home.

"Why not encourage and foster the design of contemporary Spokane Indian housing connected to the traditional forms of the past, to meet the architectural and spatial needs of the Spokane Indian people in the present? For a contemporary energy efficient and culturally relevant housing agenda to genuinely occur parallel to mainstream understanding of the built environment, we may ask ourselves the following question: "In the context of housing, what does it mean to be Spokane Indian?" As a sovereign nation, if we reserve the right to self-determine our architectural, housing, and construction future for an increased Spokane Indian aesthetic sensibility in the built environment, we may rediscover what it means to Architecturally be Spokane Indian."

Energy Efficiency

Tribal households, on average, pay much higher than the national average for home energy costs. Sustainable housing decisions made from the beginning of any project will ultimately determine the overall energy costs. The savings potential of energy efficiency far outweighs the initial investment required. It is important to consider energy impacts during the construction, deconstruction, disposing and retrofitting of homes. Reducing energy consumption from housing is a challenge with a variety of factors and considerations. Energy efficient heating and cooling systems have shown to reduce the need for 'grid' power, and thereby decreasing household energy costs. Given the location of the reservation, the following heating and cooling systems technologies allow users to reduce costs.

Ground Source Heat Pumps (Geothermal)

Central heating and/or cooling system that pumps heat to or from the ground which increases the transfer of energy efficiency by 300 percent compared to radiant electric heat being 100 percent. A heat pump move 3 to 5 times more heat energy than the electric energy it consumes.

Structurally Insulated Panels (SIP)

The benefits of using this material include longer life cycle by as much as 40 percent. Households will benefit from lower energy costs due to an increased R value of 30 compared to standard insulation of R15. R value is a measure of thermal resistance. The greater the R value, the more energy efficient the structure.

Earthen Materials

Traditional such as pit houses, tule, teepees, and longhouses were all built of local and natural materials: Energy Efficient/Culturally Relevant Housing Design Concepts for the Spokane Tribe of Indians. The integration of cob building, cord wood, straw bale, green roofs, sky lights, grounds source heat pumps, and graywater systems are a combination of sustainable housing designs. Placement of homes needs to fit the natural landscape by maximizing natural lighting and protection from or best use of natural elements.

Water Efficiency, Quality, and Conservation

Efficiency – Using less water to provide the same benefit.

Quality – The physical, chemical, and biological composition of water as related to its intended use for such purposes as drinking, recreation, irrigation, and fisheries.

Conservation – Refers to reducing use of fresh water, through technological or social methods (HUD 2012).

Water efficiency, quality, and conservation are important to the Spokane Tribe because the reservation is surrounded by three water sources that are polluted to some extent. Protection and wise management of the Tribe's current water resources is imperative to community health and future uses. An example of water efficiency and conservation is gray water systems. Gray water reclamation systems collect sink, laundry, shower, and rain water and reuses water for landscaping.

Mixed-Income Developments

One alternative to traditional public affordable-housing developments is 'Mixed-Income Housing'. In this scheme, a non- profit housing organization, housing authority, or private developer employs a 'mix' of housing types, number of units, and scale of subsidies offered. This can be accomplished in a number of ways based on the legal and financial framework under which a project is developed.

The benefits to mixed-income housing developments are many and include reducing concentrations of poverty and blending neighborhoods for an increased quality of life (e.g. Individual houses, multi-family housing and businesses). It supports smart growth principles and attracts private investment and development. One objection to mixed-income housing is that it cannot work because high-income residents will not live near low-income residents. According to the Urban Land Institute (ULI), this notion is a myth. In fact, says the ULI, "healthy neighborhoods have long included a blend of incomes and new developments can achieve the same compatibility."

Housing Land Demand

To promote the community's goals and desires to preserve the natural resources of the reservation, there are nine IRMP housing "short list" areas identified within developed areas on the reservation (see Table 5.1). These sites seek to promote infill and mixed-use under the assumption that good water quality and extensions for potential or current sewer systems are adequate and available. Sustainable housing strategies will also further reduce infrastructure costs, reduce auto-orientation, and create walkable communities near services and employment opportunities.

IRMP Housing "Short List" Sites.

1. Kokanee Hatchery – clustered with community center, although in Tshimikin center.
2. Reservation Road Addition
3. Kieffer's Loop at Two Rivers
4. McCoy Lake South and Pierre
5. Mathew's Lake – may be water, sewer issues; known cultural issues.
6. Sherwood Loop – mixed rental, in-filling, in Wellpinit systems if expanded and upgraded.
7. Upper Tshimikin – However, this is in Tshimikin aquifer; also a raptor area. Could develop a water source from Spokane River aquifer and assess feasibility to run to Martha Boardman knowing the upcoming treatment costs.
8. Midnite Lodge (after reclamation)
9. Kokanee (Tshimakain) Meadows Addition – rental units (crowded but necessary?)

Source: "Table 7. Housing Sites proposed by all entities" by IRMP Committee 2008, p. 98. Copyright 2008 by the IRMP Committee.

Off-reservation housing sites, such as tribal trust lands, can also provide services to community members who are seeking higher educational services, training and employment opportunities off-reservation. This can reduce travel expenses to and from services plus satisfy permanent or temporary housing needs. [35]

[35] Urban Land Institute. (2003). Mixed-Income Housing: Myth and Fact. The Urban Land Institute. Washington D.C

Goals

The purpose of the goals is to provide guidance for decision making and planning. They indicate how the community would like future development to occur and how it may be achieved. The Implementation Strategies chapter will sort them with their Objectives and Action Items into one of the following four themes including 1) Coordinated and Collaborative Planning 2) Enhance the Quality of Life 3) Promoting Tribal Values and 4) Community Empowerment.

HS Goal 1:

Provide affordable and equitable housing opportunities on and off the reservation for spokane tribal members.

HS Goal 2:

Encourage building codes to implement green construction to maximize energy efficiency and minimize negative environmental and health impacts.

HS Goal 3:

Develop and promote safe and alcohol/drug free neighborhood program.

Capital Facilities & Utilities

Background

Capital Facilities and Utilities are essential to a community and its ability to meet the needs of the current population and projected growth of the reservation. Capital facilities may include public water systems, wastewater treatment facilities, parks and open space facilities, transportation facilities, government offices, law enforcement facilities, public school facilities, and fire and emergency service facilities. Utilities include electricity, water, and wastewater services that provide for community needs. Together, capital facilities and utilities are vital assets in the planning of all reservation activities. Capital facility plans help enable the community to use limited funding wisely and efficiently to maximize funding opportunities for Tribal membership and administrators.

Most of the major capital facilities are centrally located in Wellpinit which provide services for the reservation population. Operations of these services are the responsibility of Tribal government, Bureau of Indian Affairs (BIA), Wellpinit School District, Indian Health Service, and Spokane Indian Housing Authority. Avista utilities provide electrical power to the reservation.

The EPA has provided the Spokane Tribe of Indians with technical assistance to provide an inventory of the reservation's water systems and to assess Wellpinit's public water and wastewater systems capacity. The study provided needed data for future planning activities and to pursue funding. The inventory helps to align financial and sustainable goals to better serve the reservation. The findings indicated that the current upgrades to the Wellpinit public water system are sufficient to accommodate

growth and provide quality potable water. Wellpinit's wastewater treatment facility however is at maximum capacity. The report made available engineering designs for the construction of another lagoon. This lagoon, if implemented, will address the increased capacity to meet the needs of the future population for the next 20 years. Several sources of funding will need to be pursued to ensure that the full cost of a new lagoon is funded.

The Tribe has for many years utilized a landfill near Wellpinit for the reservation's solid waste disposal needs. The dump has had problems with trash being blown out of the landfill scattering garbage and creating an eyesore. The Tribe has taken steps to mitigate this problem, but it has caused the landfill to fill up faster. The landfill is beginning to near its capacity and the Tribe would like to close the landfill and begin operation of transfer stations to haul all of the solid waste off the reservation to be disposed of elsewhere. Funding for capital investment into transfer station equipment and infrastructure is needed, as well as funding for operations and maintenance costs. Without this funding the dump will eventually outgrow the current location leading to environmental issues.

Community Participation

In 2011 the Tribe began engaging the community regarding Capital Facilities & Utilities needs. Comments were received throughout the project. This included the Sustainable Community Master Plan introductory meetings, visioning meetings and listening posts, surveys, and static displays.

Housing Survey (Utilities Responses)

According to the housing survey performed in April and May of 2012, most people indicated that they are satisfied with their water quality. However, water problems and contamination vary among communities depending on where the information was collected. The Ford community highlighted contaminants such as arsenic from their water which could make them sick. The West End community reported sediments in their water. The Wellpinit community stated that there have been issues with the water quantity.

Telecommunications

Of those surveyed, 37 percent of the community participants stated that they do not have access to the internet. Only 50 percent of respondents indicated that they have broadband. The rest of the participants indicated that they used satellite services (30 percent), dial up (18 percent), and other (2 percent) internet services. The reservation is not equipped with fiber-optics. Satellite, DSL, and dial-up are the three main options to choose from. Some residents do not have any options to connect.

90.4 percent of the community surveyed from the Telecommunications survey supports the Tribal Enterprise Board providing quality communication services that other providers don't. The survey also indicated cell phone and television services. Due to these limited services and the planning challenges identified in the other master plan elements for the community, the Tribe is also seeking to create and provide a tribally owned telecommunications to provide services. These services can improve the quality of life for all residents culturally, economically, and socially. High speed internet can promote access to, or share, the Tribe's culture and language. It also allows for expanded entertainment possibilities. Students who do not have child-care or transportation access off-reservation can stay at home and seek further education and training opportunities through online classes. Better communications makes possible greater social and business opportunities; making all business and entrepreneurship a real means of economic opportunity.

Community Data: Overall Utilities Themes

Public water system

Water filtration systems

More lighting around neighborhoods and housing areas

High speed internet over the reservation

Pay phone

Better Wi-Fi

Issues & Challenges

Solid Waste and the Wellpinit Landfill

The Spokane Tribe of Indians owns and operates a solid waste management system that serves the reservation and a limited number of households off the reservation. The system consists of a landfill in Wellpinit and a transfer station in the West End. Unfortunately, the landfill in Wellpinit is approaching capacity and at current utilization rates it is anticipated that the landfill will need to be closed during 2016. Given the topography of the site and the diminishing supply of readily available soil to cover the site, it does not appear from an operational standpoint that expanding the existing landfill will be a viable alternative. In addition, the landfill is in a highly visible location at the gateway to the community and despite covering, it provides a continuous source of windblown litter and has been subject to catching fire. It is also important to note that the site is not lined and was not originally designed to serve as a landfill on a permanent basis, so continued use increases the risk of an adverse impact to groundwater on the reservation. All factors considered it is now time to update the strategy for managing solid waste that is generated on the reservation.

Water and Wastewater Systems

There are 14 water storage tanks located in centers and housing developments across the reservation. Rural homes, such as individual residences are on well systems for potable water. Concern has been raised by some members of the community regarding the quality of the drinking water available in the public water systems. The public water facility that serves Wellpinit suffers from portions of aging pipe. This creates a water system that will increasingly be plagued by leaks if the pipes are not replaced and properly maintained. Leaking service pipes drain the source aquifer, wastes electricity, and unnecessarily wear pump equipment as the water is lost into the ground.

In 2012 the identification of high levels of uranium and gross alpha particle contamination in the wells of resident's homes prompted widespread testing of wells on the reservation. This type of water contamination is naturally occurring, and could potentially limit development in the future. The Tribe, Spokane Indian Housing Authority, and Indian Health Services needs to implement a testing policy in a Development Code specifically for uranium and gross alpha particles to protect the safety, health, and welfare of the community. This discovery however supports concentrated growth and development in areas such as Wellpinit where public water is provided and tested on a regular basis.

The sewage facilities in the West End, New House Lane, Martha Boardman, and Wellpinit have had repeated issues. Upgrades to the Martha Boardman wastewater treatment and disposal system and Wellpinit wastewater

system are two priority sanitation projects that have been identified. The Wellpinit wastewater system is at capacity, and new developments should not be added onto the system until the system can be expanded for additional capacity. Unfortunately, Wellpinit is one of the more sustainable locations for development on the reservation. Without the proper capital facilities and utilities, the Tribe finds it difficult to achieve sustainable development. An inventory and needs assessment will assist the Tribal program managers and decision makers in properly addressing facility and utility needs. Until the Tribe has the necessary facilities and utilities in place to handle the water and sewage needs, further development activities should be put on hold until the necessary infrastructure can be put into place.

Emergency Services

A current fire hydrant study conducted by the Tribal Occupational Safety and Health Administration concluded that 80 percent of fire hydrants have failed, in which 40 percent even after servicing had insufficient water pressure. Incremental and temporary solutions to maintain current systems have proven ineffective and costly for long-term goals. A major overhaul will need to be considered to protect human health, and investments.

Due to the lack of funding and coordinated planning efforts, providing the necessary capital facilities and utilities continues to be a problem for the Tribe in meeting the needs of the current community. The distance of Two Rivers, West End, and Ford from Wellpinit and the lack of public safety facilities and services in these outlying areas present a safety and health problem. There exists a need for better funding mechanisms for emergency services to deal with an increasingly elderly population, increases in crime, and drug use. The distances involved in providing emergency services and the increase in the number of calls has put a strain on the budget. The Tribe's emergency services experienced a total of 410 ambulance calls during the first six months of fiscal year of 2012 (an increase of 55 percent). Average response time increases from 15 to 30-45 minutes depending on the weather and road conditions. The lack of volunteers to man the fire trucks available in Ford and West End further compounds the difficulty in providing desired response times.

Community Data: Overall Capital Facilities Themes

- Wellness center
- Computer facility (public)
- Recycling plant
- Waste to energy plant
- Half-way house
- Domestic Violence Center
- Juvenile Detention Center
- Retirement Center
- Safe house for victims
- Improvements to community smokehouse
- Tribal daycare at Two Rivers and Chewelah Casinos
- New commodities warehouse
- Redesign the powwow grounds dance hall, stick game area, and food court
- Redesign a culturally relevant West End Community Center
- New powwow grounds bathrooms and shower
- Signage for roads, communities, and warnings
- New landmark signs
- West End Post Office
- Branches of police department on West End and Boardman
- Culture center (at Two Rivers)
- "Ford" Youth Center

Sustainable Strategies

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Develop a Capital Improvement Program

The creation of a Capital Improvement Program (CIP) will document planned capital improvements for the Tribe. A CIP will typically cover a time period of six years, and is updated on an annual basis. Comprehensive planning goals need to be linked with capital facility needs. The Tribe's CIP will detail multiple capital projects, their costs, available funding and possible sources, and a timeline for completion. This document is important for scheduling projects and pursuing funding. Capital investments that will be covered will include: water and wastewater infrastructure; solid waste disposal needs; streets, roads, sidewalks, paths, and other transportation related investments; parks and recreation facilities; internet infrastructure; and governmental and public buildings. The CIP will provide a list of projects with current conditions, maintenance costs, and monetary value. It will help prioritize decision making and support the seeking of funds. It will also assist in coordinating related projects and determining costs.

Develop an Asset Management Plan

The Asset Management Plan would be used to establish the current condition of the Tribe's assets, the level of service that those assets should provide, prioritize the importance of the assets, establish minimum life cycle costs, and create a long term funding strategy. This type of planning would assist the Tribe in operating its assets in a sustainable manner, and prepare the Tribe to replace the asset at the end of the life cycle.

Ensure that Infrastructure is in Place Prior to Development

By establishing minimum service requirements for essential infrastructure, such as for wastewater treatment, drinking water capacity, transportation access and safety, and solid waste disposal, the Tribe can work to make sure that minimum of service is achievable. This is important when dealing with changing dynamics within the community. Population growth, increasing density in building development, and other demographic fluctuations can change the demands placed upon systems and services. For example, as the population ages, there may be more need for elder services, and senior housing. As more buildings are built and connected to the sewer system, that wastewater treatment facility will need to be able to accommodate that growth. By pro-

jecting how the population will change, these types of needs must be planned for so that the systems and services are not pushed beyond their capacity and that the needed upgrade can be paid for and put into place. Understanding the capacity within the current systems and services is critical to knowing when they will no longer be adequate and goes hand in hand with the Capital Improvement Program.

Develop a Sustainable Solid Waste Program

The existing landfill is nearing the end of its useful life and the Tribe must now decide on how best to dispose of the solid waste generated on the reservation. Fortunately, incremental steps have already been taken to build the foundation of a new system featuring at least two transfer stations and hauling the waste to a regional landfill off the reservation. As a result, the Tribe is now in a position to close the landfill and relatively quickly convert operations to this new solid waste management system without having to make significant capital expenditures. It will cost money to permanently close and cap the landfill and to reclaim the site, but that should have long-term financial benefits as well as positive environmental and aesthetic impacts and there is the potential that outside grant funding can be secured to assist in the effort. In general terms, it appears that the new transfer systems have the potential to be economically self-supporting, but it will require at least one full year of operations to document the actual amount of waste being generated and the actual costs to collect and dispose of it. In addition, the Tribe will have opportunities to phase in strategies to reduce the amount of waste that is being generated such as establishing recycling programs. These programs may result in lowering the cost that individual families pay to dispose of their solid waste and will provide numerous environmental benefits. Given the labor-intensive nature of recycling and the volatile nature of the markets, the cost of adding recycling programs may not be self-supporting and as a result, grant funding or operating support from the Tribe may be required.

Goals

The purpose of the goals is to provide guidance for decision making and planning. They indicate how the community would like future development to occur and how it may be achieved. The Implementation Strategies chapter will sort them with their Objectives and Action Items into one of the following four themes including 1) Coordinated and Collaborative Planning 2)Enhance the Quality of Life 3) Promoting Tribal Values and 4) Community Empowerment.

CFU Goal 1:

Develop a capital improvement program and asset management plan to guide development, identify maintenance, and prioritize infrastructure and capital needs.

CFU Goal 2:

Utilize adopted CIP process to identify current and future capacity needs and develop ongoing strategies to provide adequate utilities, public facilities, commercial space, and housing developments.

CFU Goal 3:

Develop a sustainable solid waste program.

Parks & Recreation

Background

The Tribe operates multiple park and campground sites as well as other recreational facilities, such as the ball field in Wellpinit, basketball courts, and community centers. Parks and recreation investments can be used for the benefit of the community in many ways, such as: community development; revitalization; economic development; neighborhood safety; learning opportunities for children; improving public health; providing arts and culture programs; promotion of tourism; and managing climate change. The planning process provided the residents an opportunity to express where improvements could be made. Expanding access to these types of resources has been identified by the community as being important.

Parks and recreation investments provide healthy activities for community members. Physical activities help to promote lifestyle habits that promote fitness and reduce obesity. Parks and recreation opportunities on the reservation vary, but could benefit by more amenities within the existing housing developments. It is especially important because of the long distances required to travel to reach other recreation and entertainment options. Park improvement can be used to build a sense of community and get people working together for a common vision. This type of work can be used to improve distressed conditions, which in turn can lead to safer neighborhoods. Parks can benefit children by providing safe places to play, instilling a positive sense of place, creating an informal learning environment, and by introducing them to being a part of working to improve the community. Public art can be incorporated into parks that reflect the culture of the Spokane Tribe and promote local artists. Tourism can be supported by parks, and the best example of that on the reservation is the annual powwow. The powwow grounds are necessary to hold the event and are an opportunity to expose other tribes' members to Spokane culture through the buildings on the grounds and public artwork.

Parks and recreation opportunities make neighborhoods and communities more sustainable. By promoting physical activity, the health of people in the community is improved. Healthy people have lower healthcare costs, which benefits them directly both financially and in their quality of life. Communities are improved by having access to parks, recreational opportunities, and open space. Investing into neighborhoods with park space increases the value of the homes served by the park, and encourages residents to take ownership in their neighborhood. It is a priority of most cities, towns, and counties to provide access to these amenities. On the reservation, there is a large amount of open space, and protection of that open space is a high priority for the Tribe. By providing locations for recreation opportunities, there will be fewer incidences of people using the undisturbed land in ways that could cause potential harm.

Recreation opportunities include camping and water recreation. Areas on the reservation have few youth activities that include playgrounds, basketball courts, and baseball fields. An inventory of shoreline campgrounds include 21 sites: Blackberry Cove, McGuire Place, Balcomb's Landing, Upper Columbia, Lower Columbia, Abraham Cove, Two River's Casino/ RV Park & Marina, Rodeo Ranch, Martin Place, Pierre Point, McCoy's Marina, Oropacken, Cornelius, Spokane River, Hidden Beach, Chief Three Mountain, Raccoon Cove, Maggie Shoup's, No Name Beach, Sand Creek, Sand Creek South (from Pierre Point to Tshimakain are reserved for Spokane Tribal members only).

Community Participation

Though there are currently a number of parks and recreation opportunities on the reservation, further ideas for others have been brought up. During the Community Fun Day on August 31, 2011 and at other public comment participation opportunities, community members were able to make comments on Parks and Recreation and what they would like to see on the reservation. Some of the most common comments were: having more youth/family/community activities (n=55), having a wellness/ fitness/pool center (n=22), cultural center (n=7), maintenance to docks, picnic and camping areas (n=15), creating biking/walking/jogging paths (n=8) and a skate park (n=5), and other entertainment opportunities (n=15).

Overall Parks & Recreation Themes

Having more youth/family/community activities

Having a wellness/ fitness/pool center

Cultural center

Maintenance to docks, picnic and camping areas

Creating bike/walking/jogging paths

Skate park

Other entertainment opportunities

In addition to new parks and recreation ideas, observations were made for some of the current recreation sites. In the summer of 2011, the "Youth for a Sustainable Future" visited thirteen parks and recreation sites on the reservation. They created presentations with their findings in the "Likes" and "Dislikes" table on the following pages. They also provided data for the Department of Natural Resources (DNR) on improvements they would like to see, as well as an inventory of the parks and recreation facilities. They visited: No Name, Maggie Shoups, Raccoon Cove, Chief Three Mountains, Two Rivers, A Frame, Cornelius, Hidden Beach, Turtle Lake, Bull Pastures/Rodeo Beach, Columbia River, Pierre Point and McCoy's Marina

The youth also recorded recreational opportunities in different communities on the reservation and what they would like to see developed.

FORD

- Ford has one basketball court and one baseball field as well as a Youth Center
- Between Kurt's Corner and Martha Boardman there is a trail
- Martha Boardman housing has a basketball court

WELLPINIT

- Two football and baseball fields
- Wellpinit Community Center (computer access, basketball, game room, playground)
- School's playground, outdoor basketball court and field track
- Trails for biking, running, four wheeling

WEST END

- Seven swimming sites
- Casino
- West End Community Center (basketball, game room, baseball field and playground)

The youth created an inventory of parks and recreational sites based on their "Likes" and "Dislikes" of these areas.

No Name

Likes

- Shade
- Clean Water
- Clean Restrooms/Outhousees
- Enough Garbage Recepticles
- Sand Beach

Dislikes

- No Dock
- No/Not Enough Restrooms
- Dusty Roads
- Needs Maintenance
- A Lot of Bugs

Racoon Cove

Likes

- Clean Restrooms/Outhouses
- Lots of Camping Space
- Picnic Areas

Dislikes

- Dusty Roads
- Grounds Need Cleanup
- Lack of Shade
- Needs Maintenance
- Fire Pits Need Fixing
- Not Enough Trash Receptacles
- Steep Roadways

Maggie Shoups

Likes

- Dock
- View
- Lots of Camping Space
- Picnic Areas

Dislikes

- Dusty Roads
- Grounds Need Cleanup
- Lack of Shade
- Needs Maintenance

Chief Three Mountains

Likes

- Clean Water
- Clean Restrooms/Outhouses
- Sand Beach

Dislikes

- Dusty Roads
- Fire Pits Need Fixing
- Not Enough Trash Receptacles

Cornelius

Likes

- Shade
- View
- Sitting Areas
- Rope Swing

Dislikes

- Dirty Water
- Lack/Not Enough Sitting Areas
- No Sand/Lack of Beach
- A Lot of Bugs

A Frame

Likes

- Clean Water
- Sitting Areas
- Enough Parking
- Boat Launch

Dislikes

- No/Not Enough Restrooms
- Grounds Need Cleanup
- Not Enough Trash Receptacles
- Lack/Not Enough Sitting Areas
- No Sand/Lack of Beach

Two Rivers

Likes

- Clean Water
- Clean Restrooms/Outhouses
- Sitting Areas

Dislikes

- Grounds Need Cleanup
- Lack of Shade
- Steep Roadways
- Not Enough Sitting Areas

Columbia River

Likes

- Shade
- Enough Garbage Receptacles
- Dock
- Enough Parking
- Playground
- Water Faucets

Dislikes

- Fire Pits Need Fixing

Turtle Lake

Likes

- Shade
- Dock

Dislikes

- No/Not Enough Restrooms
- Grounds Need Cleanup
- Needs Maintenance
- Not Enough Trash Receptacles

Rodeo Beach

Likes

- Clean Water
- Dock
- View
- Picnic Areas

Dislikes

- Grounds Need Cleanup
- Fire Pits Need Fixing

Hidden Beach

Likes

- Shade
- Sitting Areas
- Multiple Ways to Get to the Beach
- Sand Beach

Dislikes

- No Dock
- No/Not Enough Restrooms
- Grounds Need Cleanup
- Lack of Shade
- Fire Pits Need Fixing
- Not Enough Trash Receptacles
- No Sand/Lack of Beach
- A Lot of Bugs

Pierre Point

Likes

- Shade
- Enough Garbage Recepticles
- Dock
- Picnic Areas
- Enough Parking
- Playground

Dislikes

- Grounds Need Cleanup

Issues & Challenges

Coordination of Efforts

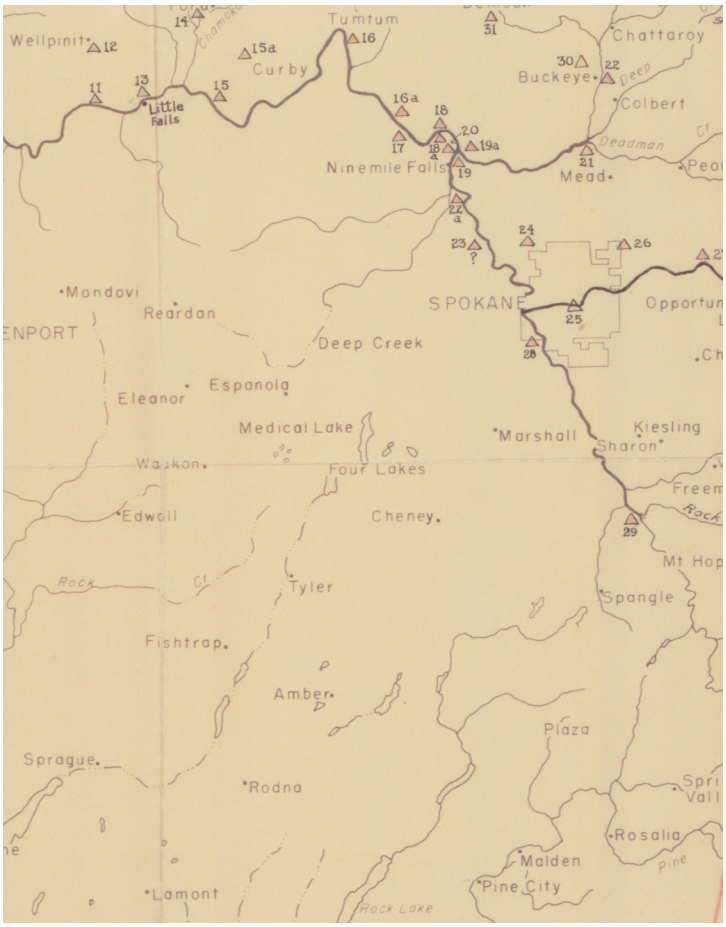
There is a need for the coordination of maintenance, park development, volunteers, and activity programming. Some of these efforts are carried out by different departments, and some, not at all. Without a vision and coordinated effort, it becomes much more difficult to achieve the desired results of the community.

Increased Maintenance

There is a need for better maintenance of existing parks, ball fields, and campgrounds. The need for cleaner campgrounds and swimming sites has been identified. The ball fields in the West End and Ford area are not well maintained, and because of this, are seldom used.

Funding is Limited

Securing funding for investments into new parks and amenities is currently a challenge for the Tribe. Prioritization of funds will be needed to create new parks, and bike and pedestrian pathways. It is difficult to create parks on the reservation without any departments focused on parks or their development.



Lack of Activities and Playgrounds

The community expressed a need for more programming and activities, especially for youth and teens. Many people commented on the lack of things for kids to do. The suggestion of building a skate park was heard many times. Planned developments should have activities and amenities included in the site, with walkable access.

Swimming Opportunities

People have said that they would like to have a Wellness Center that incorporates a swimming pool. In addition many people commented on the need for improved facilities at the lake and river swimming sites.

Sustainable Strategies

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Creation of a Parks Department

By creating a tribal department to oversee the reservations parks and recreation sites, the Tribe would be able to focus more clearly on providing facilities that support active, healthy lifestyles, and programming of activities to engage people of all ages.

Volunteerism

The Tribe can promote of volunteerism in the care of park sites. Contact and coordinate with volunteers to clean up the parks and campground sites. The Tribe employs Park Rangers through the Department of Natural Resources that monitor the campgrounds and provide maintenance; however the Tribe could utilize volunteers for additional maintenance. This would reduce the maintenance costs to the Tribe, increase the cleanliness of the sites, and create more ownership amongst the community.

Park Planning

Create a plan for parks and recreational activities. Ensure that park projects are included in the Tribe's Capital Improvement Program. Pursue funding in the form of grants and other sources to implement the plan goals.

Walking and Cycling Paths

Plan and build paths to connect neighborhoods with parks, schools, work places, and other centers of activity. Promote cycling by providing bicycle racks at common destinations.

Goal

The purpose of a goal is to provide guidance for decision making and planning. They indicate how the community would like future development to occur and how it may be achieved. The Implementation Strategies chapter will sort them with their Objectives and Action Items into one of the following four themes including 1) Coordinated and Collaborative Planning 2)Enhance the Quality of Life 3) Promoting Tribal Values and 4) Community Empowerment.

PR Goal 1:

Create a parks & recreation department to provide more activities for all age groups.

Implementation Strategies

How it all comes together!

This section will insure that the Sustainable Community Master Plan (SCMP) will not be another plan that sits on the shelf and collects dust. It is the culmination of the project planning activities that will lead to goal achievement through further implementation. By taking a strategic planning approach, this tool will allow leadership to evaluate progress and measure the success in meeting the needs of the community. This process assigns responsibility and produces a workplan beyond the daily shuffles that allows for meaningful discussions and creativity.

Most planning practitioners, when developing strategic plans, apply the Specific, Measurable, Achievable, Realistic, and Time Bound (S.M.A.R.T.) criteria to goals. In terms of comprehensive long range planning, it seemed appropriate to create broad goals and apply the S.M.A.R.T.E.R. criteria to the action items with the additional steps for "Evaluation" and "Re-evaluation."

Specific – Action Items are precise and clear.

Measurable – Action Items are quantifiable by a percentage, unit, or system of measurement.

Achievable – Action Items can be attained by effort.

Realistic – Action Items are feasible with the resources available.

Time Bound – Action Items are 1 to 3 year steps in achieving long term goals.

Evaluation – Action Items will need to be regularly adjusted on a semi-annual or annual basis to meet the needs changing needs to improve efficiency and effectiveness.

Re-evaluation – Action Items will need to be reviewed to assure the S.M.A.R.T. criteria are met.

The community's input provided the initial value and direction into the creation of the Strategic Action Tables. Each of the goals, objectives, and action items (GOA's) were sorted into four themes. The GOA's are consistent with the vision of the SCMP and project initiatives of sustainable and resilient communities. Furthermore, these themes seek to improve the Tribe's planning process of continued capacity building.

1. Coordinated and Collaborative Planning
2. Enhance the Overall Quality of Life
3. Promoting Tribal Values: Environmental Protection, Preservation, and Energy Efficiency
4. Community Empowerment

All tribal parties responsible for providing oversight to carry out the action items have been consulted for approval. This critical step for review, revision, elaboration, or elimination has significantly contributed to the process of ownership. These parties have also participated in the creation of the GOA's by providing input as steering committee members or through other engagement opportunities. It is important to highlight that most of them are already pursuing some method of implementation. The documentation of these current and new Action Items into this section is invaluable as an available roadmap of the future. A recommendation to responsible tribal parties is to create their own individual workplans from these tables. This will help provide focus, prioritize the workload, and maintain ongoing pursuit of Action Items.

Responsible Parties and Partners

Bureau of Indian Affairs	BIA
Coeur d'Alene Tribe and Kootenai County Transit	Citylink
Department of Natural Resources	DNR
Department of Transportation	DOT
Economic Development Authority	EDA
Empire Health Foundation	EHF
Executive Director	ED
Executive Leadership Team	ELT
Federal Transit Authority	FTA
Governor's Office of Indian Affairs	GOIA
Human Health Services	HHS
Human Resources	HR
Indian Health Services	IHS
Kalispel Tribal Transit	KALTRAN
Northeast Washington Regional Transportation Planning Organization	New RTPO
Northwest Area Foundation	NWAF
Northwest Native Development Fund	NNDF
Planning and Economic Development Department	PEDD
Rural Communities Assistance Corporation	RCAR
Small Business Administration	SBA
Spokane Indian Housing Authority	SIHA
Spokane Transit Authority	STA
The Native American Housing Assistance and Self Determination Act of 1996	NAHASDA
Tribal Business Council	TBC
Tribal Enterprise Board	EBOD
Tribal Occupational Safety and Health	TOSHA
Tribal Solid Waste Advisory Network	TSWAN
U.S. Department of Agriculture	USDA
U.S. Housing and Urban Development	HUD
US Department of Energy	DOE
US Housing and Urban Development - Office of Native American Programs	ONAP
Washington State Department of Transportation	WSDOT
Wellpinit School District	WSD

Coordinated and collaborative planning

LU Goal 1: Implement the integrated resource management plan (irmp) and seek alignment with the sustainable community master plan (scmp) land use goals.

LU Objective 1.1: The Tribe will utilize these documents for sustainable land use planning consistency and decision-making.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Develop forum for providing quarterly planning education and awareness presentations to create vibrant communities that preserve open space, protect the environment, and provide cultural uses to enhance the quality of life.	PEDD	DNR, Culture, SIHA, Roads &Utilities, EBOD, Regional Partners	Community	1st Year - Develop Presentation and Forum 2nd Year - Implement
Promote transparency through updates of coordinated decision making efforts through ELT, Rawhide, and General Council meetings.	ELT	ELT	Community	"1st Year - Develop Reporting Criteria 2nd Year - On-Going Process"
Create zoning codes based on the IRMP Land Use designations to further Tribal Sovereignty and protect the environment through the permitted, conditional, and restricted uses.	DNR	PEDD, SIHA, Realty, EBOD, Stevens County	Tribal Sovereignty	3rd Year

LU Goal 2: Redesign developed areas for sustainable development that insures access to one or a combination of the following 1) Healthy Foods; 2) Recreation; 3) Housing, 4) Transportation; 5) Economic Development; 6) Cultural Uses, and 7) Utilities.

LU Objective 2.1: Promote coordinated decision making of future developments within developed areas and along major corridors for reinvestment into the current infrastructure to support development activities.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Develop IRMP land use map to create and/or implement zoning codes to protect Restricted Areas from development and developed areas to support mixed-use developments, access to jobs within 30 minutes, and alternative transportation options that achieve Smart Growth and Crime Prevention Through Environmental Design (CPTED).	PEDD	DNR, EBOD, SIHA, Facilities, Roads & Utilities, and Public Safety	Community, Environment, Economy	1st Year
Incoporate CPTED Checklist into future projects.	PEDD	DNR, EBOD, SIHA, Facilities, Roads & Utilities, and Public Safety	Community	1st Year
Identify and map areas/lands suitable for reclamation/restoration.	PEDD	DNR and Realty	Environment	2nd Year

LU Objective 2.2: Develop patterns that support multi-modal or various forms of transportation.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Create strategies for Transit-Oriented Development (TOD).	PEDD	TBC, Roads & Utilities, Transit, DNR, SIHA, Facilities, Public Safety, and EBOD	Community, Environment, Economy	1st Year
Incorporate Transit-Oriented Development Checklist into transportation development policies.	PEDD	TBC, Roads & Utilities, Transit, DNR, SIHA, Facilities, Public Safety, and EBOD	Community, Environment, Economy	1st Year
Add TOD strategies into Transportation Improvement Plan (TIP).	PEDD	TBC, Roads & Utilities, Transit, DNR, SIHA, Facilities, Public Safety, and EBOD	Community	2nd Year
Based on the TOD strategies, develop 1 to 3 innovative transportation alternatives to single-occupancy trips.	PEDD	Roads & Utilities, Transit, DNR, SIHA, Facilities, Public Safety, EBOD, WSDOT, DOT, FTA, and BIA	Community	2nd Year
Identify and encourage tribal participation in relevant local and regional transportation meetings.	Roads & Utilities	Transit, PEDD, DNR, SIHA, Facilities, Public Safety, EBOD, WSDOT, DOT, FTA, and BIA	Capacity Building	"1st Year - Approve Number of Meetings. 2nd Year - Implement Into Current Process. 3rd Year - Document increase funding or programs due to meetings."
Prioritize infrastructure improvements and integrate complete street designs. Update TIP accordingly for funding priority and needs.	Roads & Utilities	Roads & Utilities, Transit, DNR, SIHA, Facilities, Public Safety, EBOD, WSDOT, DOT, FTA, and BIA	Community, Environment, Economy	1st Year/On-Going

CFU Goal 1: Develop a 6 year capital improvement program (cip) and asset management plan to guide development, identify maintenance, and prioritize infrastructure and capital needs.

CFU Objective 1.1: Collaborate with appropriate stakeholders to identify, inventory, and analyze assets to address maintenance needs, costs, and funding for new and existing capital facilities, utilities, broadband, and transportation infrastructure. CIP includes all 6 Year Plans.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Obtain CIP training.	Roads & Utilities	PEDD and Facilities	Community	1st Year
Provide education and awareness to decision makers on the importance of long-range development planning. (Be more specific on steps.)	PEDD	Facilities, Roads & Utilities	Community	1st Year
Create individual 6 year water, sewer, solid waste, transportation improvement and safety plans.	Roads & Utilities	PEDD and Facilities	Community	2nd Year
Develop a 6 year Capital Improvement Plan and Asset Management Plan.	Roads & Utilities	PEDD and Facilities	Community	2nd Year
Adopt CIP and Asset Management Plan.	Roads & Utilities	TBC, PEDD, and Facilities	Community	3rd Year

CFU Objective 1.2: Provide a consistent process for updating the Capital Improvement Plan that includes all necessary stakeholders.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Hold annual community meetings to update CIP and publish results.	PEDD	ED, Facilities, Roads & Utilities	Community	On-Going

CFU Goal 2: Utilize adopted cip process to identify current and future capacity needs and develop ongoing strategies to provide adequate utilities, public facilities, commercial space, and housing developments.

CFU Objective 2.1: Provide a process for identifying and appropriately addressing essential infrastructure.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Inventory current infrastructure capacity and level of service.	Roads & Utilities and Facilities	PEDD	Community	1st Year
Develop plans to upgrade capacity and level of service to meet current and future population growth.	Roads & Utilities	PEDD and IHS	Community	2nd Year
Update CIP accordingly.	Roads & Utilities	Facilities	Community	On-Going

Enhance the overall quality of life

LU Goal 3: Acquire suitable land for sustainable development that insures access to one or a combination of the following 1) Healthy Foods; 2) Recreation; 3) Housing, 4) Transportation; 5) Economic Development; 6) Cultural Uses, and 7) Utilities.

LU Objective 3.1: Expand tribal land holdings to meet future needs.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Develop process for identifying and purchasing suitable land according to need.	PEDD	TBC, DNR, Culture, SIHA, EBOD, Utilities, and Facilities	Community, Environment, Economy	1st Year
Identify and pursue new financing and funding opportunities for land acquisition.	Based on project or program	TBC, DNR, Culture, SIHA, EBOD, Utilities, Facilities, and BIA Land Buy-Back Program	Community, Environment, Economy	2nd Year

ED Goal 1: Maximize hub zone status and expand economic development activities outside reservation boundaries.

ED Objective 1.1: Complete economic analysis and determine appropriate investments.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Market HUB Zone benefits to recruit partnership opportunities.	EBOD	SBA and PEDD	Economy	1st Year
Develop an Investment Portfolio and Policy.	EBOD	PEDD	Economy	1st Year
Complete "Operational Assessments" of current Tribal Enterprises to identify strengths and weaknesses.	EBOD	PEDD	Economy	1st Year
Complete an economic market analysis and determine appropriate investments.	EBOD	PEDD, Transportation, and Utilities	Economy	2nd Year
Development education marketing tools.	EBOD	PEDD, TERO, TANF, Education Officer, and SBA	Economy	1st Year
Research potential complimentary recruitment strategies for small businesses (tax incentives).	EBOD	EBOD and SBA	Community Wealth and Economy	On-Going
Research funding opportunities for Broadband and Radio technologies.	EBOD	EBOD and SBA	Economy & Community	1st Year

ED Goal 2: Develop process to insure economic development programs or projects are created that honor cultural values and traditions of respect, listening, living in harmony and consideration of development with seven generation ideals.

ED Objective 2.1: Assess current Enterprise operations to determine whether procedures represent respect for the individual, economic diversity, and protection of the environment.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Develop Process for Reviewing, updating, and measuring vision and mission that requires consideration of cultural values and traditions.	EBOD	PEDD	Community Wealth	1st Year - Adopt Process. 2nd Year - Implement
Utilize newly developed process for reviewing vision and mission and provide first report to the Tribal Business Council (as required by the Law and Order Code)	EBOD	PEDD	Community Wealth	2nd Year and On-Going.
Provide ongoing "Merchandising and Customer Relations" training to ensure excellent customer service.	EBOD	PEDD	Community Wealth	1st Year - Provide training to a select group of personnel. 2nd Year - Develop Customer Survey. 3rd Year - Provide report to EBOD.
Provide on-going information on funding, loans and workforce training to foster and encourage small business development.	PEDD	EBOD, TERO, TANF, and SBA	Community Wealth	1st Year - Research program and funding opportunities. 2nd Year - Obtain up to 2 new funding and program awards.
Conduct workforce safety training and implement Tribal Occupational Safety and Hazards Training (TOSHA).	TOSHA	TERO	Safety	1st Year - Establish training calendar. 2nd Year - Secure training for workforce. 3rd Year - Provide report on training results.
Incorporate traditional cultural values and language in economic development activities.	EBOD	PEDD, Culture, and Language	Community	1st Year - Establish list of traditional cultural values to be adopted by all enterprises under the umbrella of the EBOD. 2nd Year - Develop annual report on results of incorporation of cultural values.
Conduct quarterly tribal economic development stakeholders meeting to assure coordination and collaboration.	PEDD	EBOD, TERO, TANF, Gaming, and Education Officer	Government Efficiency	1st Year - Establish discussion items and list of potential stakeholders. 2nd Year - Provide status result and benefits to stakeholders.

ED Objective 2.2: The Tribe will promote the Tribal Constitution which states: "Every Tribal member shall have an equal opportunity to participate in the economic resources and activities of the Spokane Indian Tribe and the right to exercise traditional rights and privileges of members of the Tribe…" (Constitution and By-laws of the Spokane Tribe; Article IV, Section 1).

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Identify social and logistical barriers for individual Tribal members to become self-sufficient.	ED	EBOD, SIHA, TERO, HHS, and TANF	Community Wealth	1st Year
Create strategies and programs to remove social and logistical barriers.	ED	EBOD, SIHA, TERO, HHS, and TANF	Community Wealth	2nd Year
Assist eligible Tribal members in obtaining their driver's license, GED's, and Certification.	ED	TERO, TANF, and Education Officer	Building Internal Capacity	1st Year - Research potential programs that will assist Tribal members with obtaining driver's license. 2nd Year - Bring programs to the tribal community and implement. 3rd Year - Provide report to the TBC on results.

ED Goal 3: Foster private business ownership.

ED Objective 3.1: Create training and education to empower private business ownership by tribal members.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Seek funding to expand (No Suggestions) training program.	PEDD	EBOD, NWAF, NNDF, Employment Security, GOIA, SBA	Community Wealth	1st Year
Research potential creation of incubator program.	PEDD	EBOD, GOIA, and SBA	Community Wealth	1st Year
Implement incubator program.	PEDD	EBOD, GOIA, and SBA	Community Wealth	2nd Year
Identify business resources and access to financing.	PEDD	EBOD, GOIA, and SBA	Community Wealth	On-Going

ED Goal 4: Provide diverse education and training opportunities for tribal members to increase self-sufficiency.

ED Objective 4.1: Support and increase student funding for training and education.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Seek additional funding sources to cover the cost of living, books, and educational expenses for tribal members attending college or vocational schools.	Education Officer	PEDD, TERO, TANF, Tribal College, WSD, and Employment Security	Tribal Workforce	1st Year - Research funding opportunities. 2nd Year - Obtain funding or other resources. 3rd Year - Provide additional funds or other resources to tribal members attending college or vocational schools.
Develop a partnership that will support and create a comprehensive tribal career path plan and program for tribal members.	Education Officer	PEDD, EBOD, TERO, TANF, Tribal College, WSD, IHS, SIHA, DNR, Gaming, WSD, and Employment Security	Tribal Workforce	1st Year
Conduct a semi-annual Tribal career fair.	Education Officer	PEDD, EBOD, TERO, TANF, Tribal College, WSD, IHS, SIHA, DNR, Gaming, WSD, and Employment Security	Tribal Workforce	2nd Year/On-Going
Develop a "Talent Development Pipeline Study" to address local, regional, and national workforce gaps.	Education Officer	PEDD, EBOD, TERO, TANF, Tribal College, WSD, IHS, SIHA, DNR, Gaming, WSD, and Employment Security	Tribal Workforce	1st Year
Provide training funding for opportunities to fill gaps.	TERO	PEDD, EBOD, TERO, TANF, Tribal College, WSD, IHS, SIHA, DNR, Gaming, WSD, and Employment Security	Tribal Workforce	2nd Year
Create more internship opportunities for students to learn about tribal operations and needs.	DNR	All Tribal Programs and Services	Tribal Workforce	1st Year

ED Objective 4.2: Develop financial self-sufficiency programs.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Get SIHA staff certified for Homebuyer Education Packaging.	SIHA	Tribal Credit and RCAC	Community Wealth	1st Year/On-Going
Develop Individual Development Accounts (IDA).	SIHA	Tribal Credit and RCAC	Community Wealth	2nd Year/On-Going
Implement IDA program.	SIHA	Tribal Credit and RCAC	Community Wealth	3rd Year/On-Going

ED Goal 5: Expand culturally relevant tourism on and off the reservation to diversify the economy, increase revenue, and raise cultural awareness.

ED Objective 5.1: Invest into the workforce and infrastructure to meet future economic development needs.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Use CIP to prioritize funding to meet economic development infrastructure needs.	PEDD	Facilities, PEDD, HUD, FTA, USDA, and BIA	Infrastructure Improvements	3rd Year/On-Going
Train and employ tribal members to meet current and future economic activities.	TERO	PEDD, EBOD, TERO, TANF, and Employment Security	Tribal Workforce	2nd Year/On-Going
Seek partnerships to leverage funding opportunities.	TERO	PEDD, EBOD, TERO, TANF, and SBA, and Employment Security	Capacity Building and Economy	1st Year/On-Going
Expand the creation of tribal businesses and purchase of tribally owned products.	TERO	Property/Purchasing, NNDF - Tribally Owned and Operated Business List	Tribal Workforce	1st Year/On-Going

HS Goal 1: Provide affordable and equitable housing opportunities on and off the reservation for spokane tribal members.

HS Objective 1.1: Provide diverse housing programs for homeownership and rental options to support employment, education, and training opportunities.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Develop a "Housing Needs Assessment" to help identify on- and off-reservation housing needs.	PEDD	SIHA, ELT, Education Officer, Tribal College, TANF, & TERO	Community Needs	1st year
Expand Homebuyer Program and Packaging through educational awareness.	SIHA	SIHA, ELT, Education Officer, Tribal College, TANF, & TERO	Self-Sufficiency	2nd Year
Research lease-to-own affordable housing on and off the reservation.	SIHA	PEDD and RCAC	Increase Home Ownership	1st year
Obtain funds to implement lease-to-own program.	SIHA	PEDD	Self-Sufficiency	2nd Year
Implement Lease-To-Own Program.	SIHA	PEDD	Self-Sufficiency	3rd Year

HS Objective 1.2: Incorporate mixed-income housing opportunities within existing and future developments.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Seek funding to provide mixed opportunities not to exceed 120% AMI.	SIHA	RCAC and New Market Tax Credit	Affordable Equitable/ Mixed Income Housing	On-Going

TR Goal 1: Create transportation options to meet the current and future needs of the reservation.

TR Objective 1.1: Improve and enhance tribal transit services access to goods, services, education, training, and employment opportunities through walking, biking, transit, and other transportation options.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Collaborate with inter- agencies and regional partners to increase and expand services. Include projects into TIP.	PEDD	STA, KALTRAN, Citylink, School Districts, WSDOT Transit Operations, New RTPO, DOT , FTA, and BIA	Access and Opportunities	1st Year/On-Going
Develop "Transit Needs Report" based on community needs assessment.	PEDD	Education Officer, TANF, Transit, WSDOT Transit Operations, NEWRTPO, DOT, FTA, and BIA	Access Opportunities	1st Year
Provide public education and awareness of transportation options.	Transit	Education Officer, TANF, Transit, WSDOT Transit Operations, NEWRTPO, DOT, FTA, and BIA	Community Empowerment and Access Opportunities	2nd Year
Create "complete streets" and "multi-modal" strategies that meet the demand for increased access and include in TIP.	PEDD	SIHA, DNR, Roads & Utilities, WSDOT Transit Operations, New RTPO, DOT, FTA, and BIA	Health, Safety, and Environment	2nd Year
Expand incentives to employees and clients to use public transportation, vanpool and carpool options.	ED	Transit	Government Efficiency and Environment	2nd Year

PR Goal 1: Create a parks & recreation department to provide more activities for all age groups.

PR Objective 1.1: Develop a plan.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Determine the current and future location, access, and proximity of parks to communities.	PEDD	PEDD and Public Safety	Health and Wellness	1st Year
Identify and map new and existing trails, crosswalks, bicycle, and pedestrian paths to be included in the TIP.	PEDD	DNR, SIHA, and Public Safety	Health and Wellness	1st Year
Provide playground equipment for children.	SIHA	HHS,SIHA, PEDD, and NAHASDA	Health and Wellness	2nd Year
Develop promotional materials and expand organized sports activities opportunities.	Tribal Health & Wellness Coordinator	Tribal Government, WSD, Youth Centers, Elders, HHS, EHF, and IHS (Local and Portland Health Promotion Disease Prevention)	Health and Wellness	1st Year/On-Going
Create a facilities manager job description with defined role and responsibilities.	Facilities	ED and HR	Government Efficiency	1st Year
Conduct an inventory and analysis of existing facilities to determine a schedule for costs, maintenance, and improvements "Asset Management Plan"	Facilities	PEDD and HUD Capacity Building Groups (Institute for Sustainable Communities and RCAC)	Government Efficiency and Self-Sufficiency	2nd Year/On-Going
Conduct community participation activities to gather input for new projects, designs, and program development.	PEDD	Public Safety and SIHA	Community Empowerment	3rd Year
Expand incentives to employees and clients to use public transportation, vanpool and carpool options.	PEDD	HHS, HUD, USDA, and Foundations	Health and Wellness	3rd Year

Promoting Tribal Values: Environmental Protection, Preservation, and Energy Efficiency

LU Goal 4: Clean up polluted lands and water.

LU Objective 4.1: Identify and remediate all environmentally impacted areas.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Inventory and map reservation-wide uranium, radon, radiation (flyover), emissions, brownfield, wildcat dump sites, and hydrology study for adverse impacts.	DNR	PEDD, SIHA, EBOD, AND IHS	Environment	1st Year
Seek funding to remediate and mitigate impacted areas.	DNR	PEDD, EPA (Brownfields Cleanup Grants) and IHS	Environment	2nd Year

CFU Goal 3: Develop a sustainable solid waste program.

CFU Objective 3.1: Begin transferring solid waste off the reservation.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Adopt the 2013 Solid Waste Management Plan	TBC	ED, Roads & Utilities	Environment, Health and Wellness	1st Year
Research, solicit proposals, negotiate, and execute contract for off-reservation of disposal of solid waste.	Roads & Utilities	Property/Purchasing, Solid Waste Companies, Local Governments, TSWAN, and USDA	Environment, Health and Wellness	1st Year
Finalize and complete the remaining improvements necessary to make the Wellpinit Transfer Center fully operational.	Roads & Utilities	Property/Purchasing, IHS, HUD, and USDA	Infrastructure Improvements	2nd Year
Finalize and complete the remaining improvements to make the West End Transfer Station fully operational.	Roads & Utilities	Property/Purchasing, IHS, HUD, and USDA	Infrastructure Improvements	2nd Year
Establish a preliminary and final fee schedule.	Roads & Utilities	TBC, ELT, PEDD, and Community	Tribal Members	2nd Year
Establish a trial period at the new transfer stations.	Roads & Utilities	TBC, ELT, PEDD, and Community	Tribal Members	2nd Year
Implement the new solid waste transfer system.	Roads & Utilities	IHS and PEDD	Environment, Health and Wellness, Tribal Members	2nd Year

CFU Objective 3.2: Close and remediate the Wellpinit Landfill.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Preparation, presentation, and approval of a detailed plan to close the Wellpinit Landfill.	Roads & Utilities	TBC, IHS, ED, and PEDD	Environment, Health and Wellness	3rd Year

HS Goal 2: Encourage building codes to implement green construction to maximize energy efficiency and minimize negative environmental and health impacts.

HS Objective 2.1: Develop "green" standards for the Tribe.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Assist staff in obtaining energy audit certification.	Facilities	SIHA Weatherization Staff	Government Efficiency	1st Year
Develop plan for performing energy audits to address common issues found on the reservation.	SIHA & Facilities	SIHA Weatherization Staff	Cost Reduction	2nd Year
Facilitate community participation to deliver energy efficient and culturally desirable designs. Provide community education regarding all aspects of housing (i.e. cultural architecture, etc.)	SIHA	PEDD, Facilities, Roads & Utilities, Transit, DNR, and EBOD	Community	2nd Year
Seek funding and develop 2 demonstration projects that utilizes energy efficient and green technology.	SIHA & Facilities	PEDD, SIHA Weatherization, DOE, and USDA	Energy Reduction Costs	3rd Year

HS Objective 2.2: Develop codes that protect health and safety.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Require the testing and remediation of uranium, arsenic, asbestos, and other contaminants prior to construction to ensure safe drinking water.	PEDD	IHS, SIHA, Facilities, and DNR	Community	2nd Year
Identify and mitigate radon, mold, lead, vocs, and CO2.	Air Quality	SIHA and Facilities	Community	"1st Year - Identify/ On-Going 2nd Year - Mitigation/ On-Going"
Implement a building codes program.	PEDD	SIHA and Facilities	Community	3 Years
Seek funding to mitigate and implement.	Air Quality	SIHA, Facilities, EPA, HUD ONAP, and IHS	Health and Wellness	On-Going

TR Goal 2: Promote energy efficient and environmentally friendly transportation choices.

TR Objective 2.1: Encourage the purchase a Tribal fleet of fuel efficient vehicles and increase fuel type options for residents.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Ensure 100% of Tribal vehicle purchases meet established standards for fuel efficiency.	Property/Purchasing	All Tribal Departments	Environment	1st Year
Encourage Enterprises to develop alternative fuels (Bio-diesel and Bio-fuels).	EBOD	PEDD	Community Wealth and Environment	3rd Year

Community Empowerment

ED Goal 6: Foster tribal self-governance.

ED Objective 6.1: Meet necessary criteria to fulfill Self Governance Act.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Define Self-Governance in terms of the Spokane Tribe separate of IHS and BIA programs.	PEDD	TBC, ED, EBOD, and Community	Sovereignty	1st Year
Educate and create a plan to fulfill all self-governance requirements. (Complete Application)	PEDD	TBC and ED	Sovereignty	1st Year
Develop a tribal workforce to assume the positions currently held by IHS and BIA on the reservation.	DNR, Roads & Utilities	Employment Security	Community Wealth	1st Year - Identify potential positions. 2nd Year - Obtain or develop training for potential replacements. 3rd Year - Assume the positions.
Create 3 strategies to improve or enhance tribal self-governance to diversify revenue generating industries to reduce the reliance of federal funding.	EBOD	TERO and PEDD	Community Wealth	"2nd Year - Create Strategies. 3rd Year - Implement."

ED Goal 7: Increase tribal self-sufficiency.

ED Objective 7.1: Diversify the tribal economy to reduce the need for federal government support.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Create a workforce development program to support "Talent Development Pipeline Study" and fill employment gaps and coordinate pathways for training and education.	Education Officer	TERO, TANF, Tribal College, WSD, Education Officer, and Employment Security	Community Wealth	1st Year
Provide information and career opportunities to retain skilled and educated tribal members on the reservation.	Education Officer	HR	Community Wealth	1st Year - Develop "Information and Career Opportunities Pamplet" for tribal members. Update annually.
Work with employers to encourage employment that pays a livable wage.	TERO	Employment Security	Community Wealth	1st Year

HS Goal 3: Develop and promote safe and alcohol/drug free neighborhoods program.

HS Objective 3.1: Develop a volunteer program to promote neighborhood safety.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Housing Director will review similar programs and create work plan on establishing a "Neighborhood Safety Program" with Crime Prevention Through Environmental Design (CPTED) standards.	SIHA	PEDD and Public Safety	Community and Environment	1st Year
Housing Director to sponsor community meetings to provide information on proposed "Neighborhood Safety Program" and gather input from the community.	SIHA	PEDD and Public Safety	Community and Environment	1st Year
"Neighborhood Safety Program" Volunteers will create process for meeting, implementing recommendations from the community, and providing updates to the Housing Director.	Volunteer Group	SIHA, PEDD, and Public Safety	Community and Environment	2nd Year
"Neighborhood Safety Program" Volunteers will be established and will provide annual reports to the Housing Director and Tribal Council.	Volunteer Group	SIHA, PEDD, and Public Safety	Community and Environment	3rd Year

ED Goal 7: increase tribal self-sufficiency.

ED Objective 7.1: Diversify the tribal economy to reduce the need for federal government support.

Action Items	Responsible Party	Partners/Resources	Potential Impact	Completion Date
Create a workforce development program to support "Talent Development Pipeline Study" and fill employment gaps and coordinate pathways for training and education.	Education Officer	TERO, TANF, Tribal College, WSD, Education Officer, and Employment Security	Community Wealth	1st Year
Provide information and career opportunities to retain skilled and educated tribal members on the reservation.	Education Officer	HR	Community Wealth	1st Year - Develop "Information and Career Opportunities Pamplet" for tribal members. Update annually.
Work with employers to encourage employment that pays a livable wage.	TERO	Employment Security	Community Wealth	1st Year

Plan Monitoring & Evaluation

Plan Monitoring & Evaluation

Monitoring and Evaluation

The success of the plan will ultimately be measured in terms of the degree that the community's goals have been accomplished. There are a variety of monitoring and evaluation methods which may be employed to gauge progress. Though no specific method has yet been determined, below are two examples in determining whether policies, programs, and implementation projects are progressing as desired.

Performance Indicators and Benchmarks

Performance indicators and benchmarks are a good way to identify time-bound 'targets.' These quantifiable 'targets' provide progressive, realistic milestones and long term steps in which to meet goals. Examples of benchmarks include the number of riders using public transportation and number of housing units constructed using sustainable technologies.

Baseline benchmarks are often established during an 'inventory year'. At this time, data is gathered to gain awareness of specific sector profiles. Once a database of knowledge is established, the community can determine how aggressive it would like to be in accomplishing its goals. Short term indicators may include calculating current energy use and seeking to stabilize or reduce energy within one to five years. Other long-term goals might include restoration of disturbed lands, or the number of jobs created through economic development.

Performance is then measured and compared against the 'targets'. This will show the outcomes of implementation strategies and whether the strategies are successfully meeting long-term community goals.

Sustainability Indicators

A division of the US Housing and Urban Development, the Office of Sustainable Housing and Communities (OSHC) has developed a common framework for tracking progress of sustainable community plans and implementation. These 'Flagship Sustainability Indicators' (2012) have been provided to sustainable community grantees as a way to measure progress in achieving the Six Livability Principles (HUD, DOT, EPA, About us, n.d.).

By calculating overall sustainability outcomes, communities have the opportunity to discover how successful they are in incorporating sustainability into policies, operations, and public awareness. The following table lists both the sustainability outcome and indicators, providing an evaluation of outcome success.

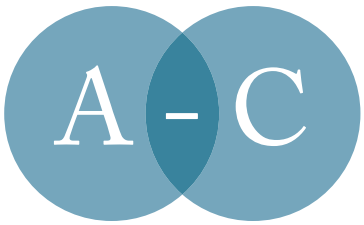
Summary of the Flagship Sustainability Indicators

Sustainability Outcomes	Flagship Sustainability Indicators
1. Transportation Choice	1.1 Total Percentage of workers commuting via walking, biking transist, or rideshare
2. Housing Affordability	2.1 Percentage of renter units and owner units affordable to households earning 80% of HUD area median family income
3. Equitable Development	3.1 Housing and Transportation Affordability: Proportion of household income spend on housing and transportation costs 3.2 Access to healthy food choices: Percentage of total population that reside in low income census tract AND reside more than one mile from a supermarket/large grocery store (for rural census tracts, the distance is more than 10 miles) 3.3 Access to open space: Percentage of population that reside within 1 mile of a park or open space for rural or 1/2 mile for urban
4. Economic Resiliance	4.1 Economic Diversification Index 4.2 General local government debt to revenue ratio
5. Growth through Reinvestment	5.1 Net acres of agricultural and natural resource land lost annually to development per new resident

Source: (OSCH 2010: 4-5)

Through consistent and frequent monitoring and evaluation, the community has the opportunity to assess the effectiveness of implementation strategies put forth in the Sustainable Community Master Plan and the Strategic Action Plan (SAP). Through evaluation, both tribal leadership and the community are able to view results and, if necessary, recalibrate, or if necessary change, policies, projects, and programs to better reflect community goals and values.

Glossary of Terms



Aboriginal lands – Federal land that is recognized by a final judgment of the Indian Claims Commission or the United States Court of Claims as the aboriginal land of an Indian Tribe.

Aeration pond (lagoon) – Aeration ponds or lagoons used to treat raw, screened or primary settled municipal wastewater, as well as higher strength biodegradable industrial wastewater. Aeration promotes the biological oxidation of wastewaters. They are well suited for small communities and industries and require less land. The process is reliable, relatively easy to operate and cost effective.

American Recovery and Reinvestment Act of 2009 (ARRA) – Commonly referred to as the Stimulus or The Recovery Act. Enacted by the 111th United States Congress in February 2009 and signed into law on February 17, 2009, by President Barack Obama.

Auto-orientation – Development that is designed to accommodate motorized vehicles as the primary mode of transportation.

Brownfield – Real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.

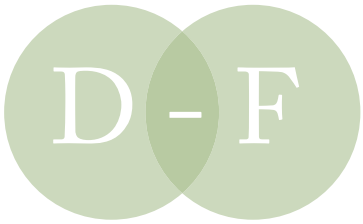
Bureau of Indian Affairs (BIA) – Indian Affairs (IA) is the oldest bureau of the United States Department of the Interior. Established in 1824, IA currently provides services (directly or through contracts, grants, or compacts) to approximately 1.9 million American Indians and Alaska Natives.

Capital Facilities – Capital Facilities may include surface water facilities, parks and open space facilities, transportation facilities, government offices, law enforcement facilities, public school facilities, water facilities, sewer facilities, fire and rescue facilities, and government assisted housing.

Community Steering Committee – A group of community members and Tribal Administrative staff involved in guidance and development of the Sustainable Community Master Plan.

Complex Hunter/Gatherers – Complex hunter-gatherers or affluent foragers are the terms archaeologists use to describe hunter-gatherers with a broader spectrum of abilities and subsistence techniques than traditionally included in hunter-gatherer groups.

Constitution of the Spokane Tribe – Adopted by the Spokane Tribe of Indians on June 27, 1951 establishing territorial and jurisdiction, membership/rights, and Tribal Business Council elections, powers, and representation.



Dead and Down Act of 1889 – An act of the United State Congress which allowed the President to permit American Indians to cut and sell "dead and down" timber (that is, dead and fallen trees) from tribal reservations. On reservations, Indians were authorized "to fell, cut, remove, sell or otherwise dispose of the dead timber standing or fallen on such reservation or allotment for the sole benefit of such Indian(s)."

Donation Land Claim Act (DLCA) – Enacted September 27, 1850 to promote homestead settlement granting land to settlers and half-blood Native Americans in the Oregon Territory.

Draft Comprehensive Plan (2004) – A plan to help steer the Tribe's direction for the next 30 years. A tool to implement long range planning strategies that achieve goals and objectives brought forth by comprehensive planning activity that show how the Reservation will grow economically, culturally, and physically.

Economic Development Areas Zoning – Areas identified by the 2004 Draft Comprehensive Plan for commercial, industrial, tourism, government, and residential development to promote sustainable practices for the redevelopment and reuse of facilities.

Economic Growth – Economic growth is the increase in the amount of the goods and services produced by an economy over time.

Energy 'foot-print' – For buildings, the amount of energy used in construction and how the building performs in relation to its energy use. The sum of all areas used to provide non-food and non-feed energy.

Environmental Justice – The fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies.

Environment Protection Agency (EPA) – An agency of the United States federal government which was created for the purpose of protecting human health and the environment by writing and enforcing regulations based on laws passed by Congress.

Environmental Protection – A practice of protecting the environment, on individual, organizational or governmental levels, for the benefit of the natural environment and (or) humans.

Ethnocentrism – Judging another culture solely by the values and standards of one's own culture.

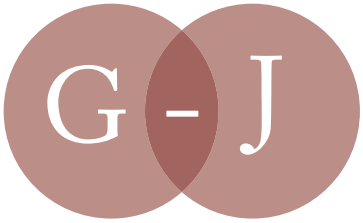
Executive Order – An order or directive issued by the head of the executive branch at some level of government.

Federal Highway Administration (FHWA) – A division of the United States Department of Transportation that specializes in highway transportation. The agency's major activities are grouped into two "programs," the Federal-aid Highway Program and the Federal Lands Highway Program.

Fee Simple lands – Private Indian or non-Indian lands held by an owner that are governed and taxed by the county.

Final Environmental Impact Statement – The final report of environmental effects of proposed action of land as required by state and federal.

Food Desert - Food deserts are defined as urban neighborhoods and rural towns without ready access to fresh, healthy, and affordable food. Instead of supermarkets and grocery stores, these communities may have no food access or are served only by fast food restaurants and convenience stores that offer few healthy, affordable food options. The lack of access contributes to a poor diet and can lead to higher levels of obesity and other diet-related diseases, such as diabetes and heart disease.



General Allotment Act of 1887 – Commonly known as the Dawes Act, was passed on February 8, 1887. Under the terms of the Dawes Act each head of an Indian household would receive a quarter section of land. The United States would hold the land in trust for twenty-five years "for the sole use and benefit of the Indian to whom the allotment shall have been made."

Green Standards – Standards which have been developed to measure and calculate the environmental 'friendliness' of a project or program.

Ground Source Heat Pump – A geothermal heat pump, ground source heat pump (GSHP), or ground heat pump is a central heating and/or cooling system that pumps heat to or from the ground.

Higher Density Housing – A higher concentration of dwelling units per acre of land.

Housing Improvement Program (HIP) 1965 – A home repair, renovation and replacement grant program administered by the Bureau of Indian Affairs (BIA) and federally-recognized Indian tribes for American Indians and Alaska Native individuals and families who have no immediate resource for standard housing.

Indian Health Services (IHS) – An operating division within the U.S. Department of Health and Human Services (HHS) responsible for providing medical and public health services to members of federally recognized Tribes and Alaska Natives.

Indian Reorganization Act of 1934 – Also known as the Wheeler-Howard Act. U.S. federal legislation enacted on June 18, 1934 to secure certain rights to American Indians and Alaskan Natives.

Indian Reservation Roads/Bridges Program (IRR) – Established on May 26, 1928 by Public Law 520 to address transportation needs of tribes by providing funds for planning, designing, construction, and maintenance activities. The program is jointly administered by the Federal Highway Administration's Federals Lands Highway Office and the Bureau of Indian Affairs (BIA) in accordance with an inter-agency agreement.

Indian Self-Determination and Educational Assistance Act of 1975 – Authorizes the Secretary of the Department of Interior, Health, and Education and Welfare and some other government agencies to enter into contracts with, and make grants directly to, federally recognized Indian tribes. The tribes would have authority for how they administered funds, which gave them greater control over their welfare.

Indoor Air Pollutants – Refers to chemical, biological and physical contamination of indoor air. These include particles and dust, fibers, mists, bio-aerosols, and gases or vapors. Pollutants also include radon, mold, lead, VOCs and CO2.

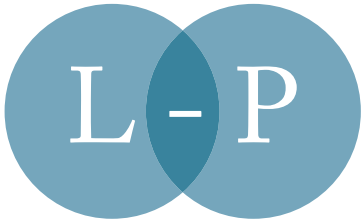
Infill (Development) – Development or redevelopment of land that has been bypassed, remained vacant, and/or is underutilized as a result of the continuing development process.

Infrastructure – The basic physical and organizational structures and facilities (e.g., buildings, roads, and power supplies) needed for the operation of a society or enterprise.

Integrated Planning – Effective management of resources through collaboration of efforts and cooperation of various entities.

Integrated Resource Management Plan (IRMP) 2004-2014 – Overall Spokane land use and natural resource planning document.

Intermodal Surface Transportation Efficiency Act (ISTEA) – A federal law providing an overall intermodal approach to highway and transit funding with collaborative planning requirements, giving significant additional powers to metropolitan planning organizations. ISTEA, and following legislations, also provide funds for non-motorized commuter trails.



Leakage – The exit of money from the economy through leakage results in a gap between what is supplied and what is demanded.

Listening Post – A setting where community input is collected and information about the project is distributed.

Mixed-Income Housing – Development that is comprised of differing housing units and levels of affordability, typically with some market-rate housing and some housing that is available to low-income occupants below market-rate.

Mixed-Use Development – The use of a building, set of buildings, or neighborhood for a diversity of activities including residential, commercial, industrial, office, institutional, or other land uses.

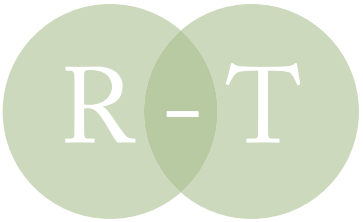
The Moccasin Express (TME) – The Spokane Indian Reservation public transit system. Operations began in October 2010.

Multi-Modal Transportation – Multiple forms of transportation that connects people to and from their destination.

Pit Houses – A dug-out, also known as a pit-house, earth-lodge, and mud-hut. Provides shelter for humans based on a hole or depression dug into the ground. Dugouts can be fully recessed into the earth, with a flat roof covered by ground, or dug into a hillside.

Planning Process – A series of actions taken on by a local government to determine the optimum development strategy of their given resources to meet the needs and desires of the residents that reside in those political boundaries.

Public Law 93-638 Contracting and Compacting – The 1975 Indian Self-Determination and Education Assistance Act, Pub. L. 93-638, gave Indian tribes the authority to contract and compact with the Federal government to operate BIA and IHS serving their tribal members and other eligible persons.



Resilience Theory – One of the common factors associated with successful adaptation and coping is identified as resilience of individual family members. Resilience can be generally defined as the ability to "bounce back" to healthy functioning when faced with significant stressors and events.

R-value – A measure of thermal resistance used in the building and construction industry.

Self-Determination – The right of the people of a particular place to choose their form of government: the freedom to make your own choices.

Self-Governance – Exercising control and having the right or power of self-government; autonomous. See Public Law 93-638 Contracting and Compacting.

Smart growth principles – Smart growth is an urban planning and transportation theory that concentrates growth in compact walkable urban centers to avoid sprawl.

Snyder Act (1921) – The Indian Citizenship Act of 1924, also known as the Snyder Act, granted full U.S. citizenship to America's indigenous peoples, called "Indians" in this Act.

Social Equality (Equity) – A social state of affairs in which all people within a specific society or isolated group have the same status in a certain respects.

Sovereign Nation – A community of people who claim the right of self-determination based on a common ethnicity, history and culture. Having supreme, independent authority over a geographic area.

Spokane Tribal Enterprise Board – In 2006 the Spokane Tribal Enterprise Board was established to create economic development activities to provide tribal members with job opportunities, generate revenue, and funding for tribal programs.

Spokane Land Claim (1967) – A claim of the Spokane Tribe which sought relief from the United States Government. This was a claim that the Spokane Tribe, prior to the Agreement of March 18, 1887, had exclusively used and occupied an area of as much as 4,000,000 acres in the east central portion of what became the State of Washington, and that said lands (excepting the present Spokane Reservation) were ceded to the United States for a consideration which was grossly inadequate and unconscionable, and that the conduct of the United States is negotiating and executing such agreement was not in accordance with fair and honorable dealings. It was [also] an accounting claim, a demand for an accounting of all lands, moneys and other property of the Spokane Tribe, and rents, royalties, income or interest collected by the United States, or which should have been collected by the United States and credited to petitioner. (source: http://digital.library.okstate.edu/icc/v18/iccv18p414.pdf)

Spokane Aquifer – The Spokane Valley-Rathdrum Prairie aquifer serves nearly 600,000 people in the Coeur d'Alene and Spokane areas in Washington State. It is a federally-designated "sole-source aquifer," meaning the region has no other sources of water and the aquifer needs special protection.

Spokane Tribal Economic Project (STEP) – STEP is a proposed mixed-use development on the Spokane Tribe of Indians' ancestral lands on the West Plains of Spokane County.

Sprawl – The expansion of low-density development on rural land. Areas of sprawl are also characterized as highly dependent on automobiles for transportation that negatively impacts human health, cultural issues, and environmental degradation.

Strategic Action Plan – The Strategic Action Plan will guide initial Implementation of the SCMP by creating inter-tribal collaborative funding teams, in addition to any identified regional projects. The SAP will be designed to reach the goals, objectives and action items within the SCMP.

Structurally Insulated Panels (SIPs) – Structural insulated panels, SIPs, are a composite building material. They consist of an insulating layer of rigid polymer foam sandwiched between two layers of structural board or carbon fiber.

Subsistence Economy – An economy based on production for consumption rather than exchange.

Sustainability – Sustainability is the capacity to endure. For humans, sustainability is the long-term maintenance of responsibility, which has environmental, economic, and social dimensions, and encompasses the concept of stewardship, the responsible management of resource use. In ecology, sustainability describes how biological systems remain diverse and productive over time, a necessary precondition for the well-being of humans and other organisms. Long-lived and healthy wetlands and forests are examples of sustainable biological systems.

The Sustainable Community Project (SCP) – With funding support from the Partnership for Sustainable Communities, the Sustainable Community Project works on creation and development of the SCMP. It also assists various tribal departments in implementation of a resulting Strategic Action Plan.

Sustainable Design – The intention of sustainable design is to "eliminate negative environmental impact completely through skillful, sensitive design". Manifestations of sustainable design require no non-renewable resources, impact the environment minimally, and relate people with the natural environment.
Beyond the "elimination of negative environmental impact", sustainable design must create projects that are meaningful innovations that can shift behavior. A dynamic balance between economy and society, intended to generate long-term relationships between user and object/service and finally to be respectful and mindful of the environmental and social differences.

Sustainable Land-Use Practices – Living within the limits of nature. Applying land use practices so that all land-based activity operates to support a functioning ecosystem.

Sustainable Strategy – The Sustainable Strategy identifies core principles of sustainability and how they relate to each element of the SCMP.

Sustainable Technologies – Technology that provides for the needs of the present without compromising the ability of future generations to meet their own needs.

Sustainable Wage – A "sustainable" wage is one that permits a family to have not only the basic needs of life, but also to own their own home and to achieve their educational and retirement goals.

Traditional Knowledge – Generally referring to the long-standing traditions and practices of certain regional, indigenous, or local communities. Traditional knowledge also encompasses the wisdom, knowledge, and teachings of these communities. In many cases, traditional knowledge has been orally passed for generations from person to person. Some forms of traditional knowledge are expressed through stories, legends, folklore, rituals, songs, and even laws.

Transportation Connectivity – The state of being connected. The ability to make a connection between two or more points in a network. Transportation connectivity may refer to multi-modal, or intermodal transportation networks. The ability to access public, private, and non-motorized transportation.

Treaties of Cession –The act of assigning or removing Indian property to another entity.

Tribal SBA 8(a) status –Named for a section of the Small Business Act, The SBA's 8(a) BD program is a business development program created to help small disadvantaged businesses compete in the American economy and access the federal procurement market. The program provides eligible firms with greater access to the resources they need to grow and develop their businesses. This, in turn, improves their ability to compete on an equal footing with other firms in the mainstream American economy.

Tribal Business Council (TBC) – A five-member elected body. The TBC is elected by the general council membership to create a law and order code, manage resource based/business transactions, taxation, employ legal representation, government relations, and appoint committees.

Tribal Community – All enrolled members of the Spokane Tribe of Indians living on and off the reservation.

Tribal Department of Natural Resources (DNR) – A division of the Spokane Tribal Government, programs include: environmental protection, air quality, water and fish, fisheries, superfund, wildlife, hatcheries, lab, realty, preservation, fire management, forest development, fuels management, forestry administration and timber sales.

Tribal Member – It is the right of the Tribe to determine who their members are. A tribal member is a person enrolled in the Spokane Tribe of Indians according to the tribally accepted definition.

Tribal Occupational Safety Health Administration (TOSHA) – A division of the United States Department of Labor, 'OSHA's mission is to assure safe and healthful working conditions for working men and women by setting and enforcing standards and by providing training, outreach, education and assistance.

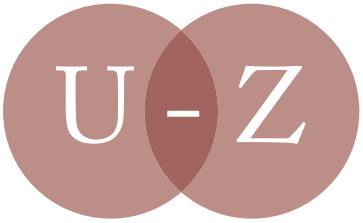
Tribal Sovereignty – The legal definition posits Native American tribes as nations whose independence had been limited in just two specific areas: the right to transfer land and the right to deal with foreign powers. In regard to their own internal functions, the tribes were considered to be sovereign and to be free from state intrusion on that sovereignty. This position has been modified over the years, but it continues to serve as the foundation for determining the extents and limits of Native American tribal sovereignty. Although Congress has the ultimate power to limit or abolish tribal governments, until it does so each tribe retains the right to self-government, and no state may impose its laws on the reservation.

An Indian Tribe is a distinct political community. A Tribe retains its inherent powers of self-government absent action by Congress to limit those powers. A State cannot limit the powers of a Tribe. The source of Tribal powers rests in its people. Tribes have had the inherent right to govern themselves "from time immemorial". See Worchester v. Georgia, 515, 558 (1832). Tribal governments have the same powers as the federal and state governments to regulate their internal affairs, with some few exceptions. For instance, the Tribes have the power to form a government, to decide their own membership, the right to regulate property, the right to maintain law and order, the right to regulate commerce, and so on.

Tribal Trust Land – Tribal trust lands are held in trust by the United States government for the use of a tribe. The United States holds the legal title, and the tribe holds the beneficial interest. This is the largest category of Indian land. Tribal trust land is held communally by the tribe and is managed by the tribal government. Tribal members share in the enjoyment of the entire property without laying claim to individual parcels. The tribe may not convey or sell trust land without the consent of the federal government. Tribes may acquire additional land and have it placed in trust with the approval of the federal government. Tribal trust lands can be located off the reservation.

Tule Mat – Tule, used for many purposes, is a tall, tough reed that grows marshy areas and sometimes called bulrush. Tules or cattails were woven into mats called "tule mats" which were used in a variety of ways including, sleeping mats and coverings for shelters.

Tule Mat Teepee – Traditional Plateau housing included summer tule mat longhouses. Tule, used for many purposes, is a tall, tough reed that grows marshy areas and sometimes called bulrush. In winter, semi-subterranean, they dug a pit a few feet into the ground and constructed a framework of poles over it which was then covered with tule mats or tree bark. Earth was piled up around and partially over the structure to provide insulation. The large winter lodges that were shared by several families were rectangular at the base and triangular above. They were built with several layers of tules; as the top layers of tule absorbed moisture, they swelled to keep moisture from reaching lower layers and the inside of the lodge. In later years, canvas was used instead of tule mats. Beginning the 18th century, Plateau peoples adopted tipis made of poles covered with animal skins or mats woven from reeds.



U.S. Department of Interior – The United States Department of the Interior (DOI) is the United States federal executive department of the U.S. government responsible for the management and conservation of most federal land and natural resources, and the administration of programs relating to Native Americans, Alaska Natives, Native Hawaiians, territorial affairs, and to insular areas of the United States.

Utilities – The set of services consumed by the public including electricity, water, sewage, and sewage.

Vision Statement – A statement that defines and helps achieve a desirable future. A summary of community needs and desires that will guide future planning processes towards community goals.

Water Efficiency – Using less water to provide the same benefit.

Water Quality – The physical, chemical, and biological composition of water as related to its intended use for such purposes as drinking, recreation, irrigation, and fisheries.

Water Conservation – Refers to reducing use of fresh water, through technological or social methods.

West Plains Development – Also referred to as the STEP, the West Plains Development is a proposed mixed-use development on 145 acres of Tribal trust land on the West Plains of Spokane County adjacent to the City of Airway Heights

Wetlands – Generally, wetlands are lands where saturation with water is the dominant factor determining the nature of soil development and the types of plant and animal communities living in the soil and on its surface. For regulatory purposes under the Clean Water Act, the term wetlands means "those areas that are inundated or saturated by surface or groundwater at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, bogs and similar areas."

Workforce Development – This refers to community efforts to train individuals for specific jobs or industries. Training may cover everything from soft skills (work ethic, attitude, getting to work on time) to basic skills (literacy, numeracy) to specific job skills (carpentry or Web site development). Community workforce efforts may also include job placement assistance, resume writing, interview skills, and retention services such as legal advice and child care, that help people stay in a job once placed there. The goal of workforce training programs is to improve the quality and skill sets of individuals, to place them in jobs, and help businesses find an employee base in line with their needs. A good workforce training program, therefore, serves two customers: individuals and businesses.

Zoning – A land use planning tool that can be used to designate and regulate the use of land. Part of regulation can include building height, aesthetics, and lot coverage. The separation of land through zoning can further protect undisturbed land and promote sustainable development.