

Spokane Tribe of Indians

Sustainable Community Master Plan



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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

RESOLUTION
Spokane Tribal Resolution 2013-241

FINAL 2013 SUSTAINABLE COMMUNITY MASTER PLAN ADOPTION

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 2013 Sustainable Community Master Plan has gone through an 18 month community engagement, steering committee review; and

WHEREAS, the 2013 Sustainable Community Master Plan was out for a 30 day public comment and review period; and

WHEREAS, the 2013 Sustainable Community Master Plan will be 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 2013 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 10th day of May, 2013, that the Tribal Council does hereby approve and authorize signature authority to the Tribal Council Chairman or his designated representative on the 2013 Sustainable Community Master Plan as the Tribe's Comprehensive Master Plan document effective immediately.

Certification

The foregoing was duly enacted by the Spokane Tribal Business Council on the 10th day of May, 2013, by the vote of 3 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
RA	x			
CW	x			
GA	x			
GH				x

Statement from the Funding Agency

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Acknowledgments

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Tribal Departments and Groups:

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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), Lloyd Brower, Ben Cabildo (AHANA), Cliessa Allen, Ted Piccolo (Northwest Native Development Fund), KYRS – Thin Air Community Radio Inner Tribal Beat, Spokane Tribal Network, Empire Health Foundation, and the Colville Planning Department.

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Declaration of Sovereignty

The Spokane Indian Reservation 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 created as a result of the Indian Reorganization Act of 1934 and ratified by referendum on May 12, 1951. It recognized and strengthened the Tribe's sovereign authority to manage their affairs, rights, land, tribal membership, and governing body.

The constitution originally established a three member Tribal Business Council (TBC) and amended to five members in 1972. 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.

Under the Indian Self Determination and Educational Assistance Act of 1975, Public Law 93-638 Contracting and Compacting, the Spokane Tribe of Indians has taken over all previous Bureau of Indian Affairs (BIA) programs with the exception of a few administrative positions. The Spokane seeks to be a self-governing nation and gain control over all federal Indian programs. So far, the Spokane has also successfully negotiated government-to-government contracts for the Indian Reservation Roads Program (IRR).

In addition, the culture and language programs were established to preserve the Tribe's heritage as it relates to sovereignty. Traditional cultural events such as the Labor Day Pow Wow and Culture Week are held every year to bring the community together and educate the youth.



History of the Spokane Tribe

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

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 **sqescilni** (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 **snx^wmene?** (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^wulix^w** (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 (Chalfant 1974:77-78 as cited in Grant, Catton, Schneid, Newall 1997:1-3).

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" (Grant *et al* 1994:1-8), 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. Wars 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 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. . . ." (Grant *et al* 1994:1-9). 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" (Grant *et al* 1994:1-9). 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" (Grant *et al* 1994:1-9). 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 cede 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” (Grant et al 1994:2-9).

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.

References:

Chalfant, Stuart A. 1974 "An Ethnohistorical Report on Aboriginal Land Use and Occupancy by the Spokane Indian,"

Interior Salish and Eastern Washington Indians. New York: Garland.

Grant, Frank R., Theodore Catton, Kathryn Schneid, Alan S. Newell, Historical Research Associates, Spokane Tribe,

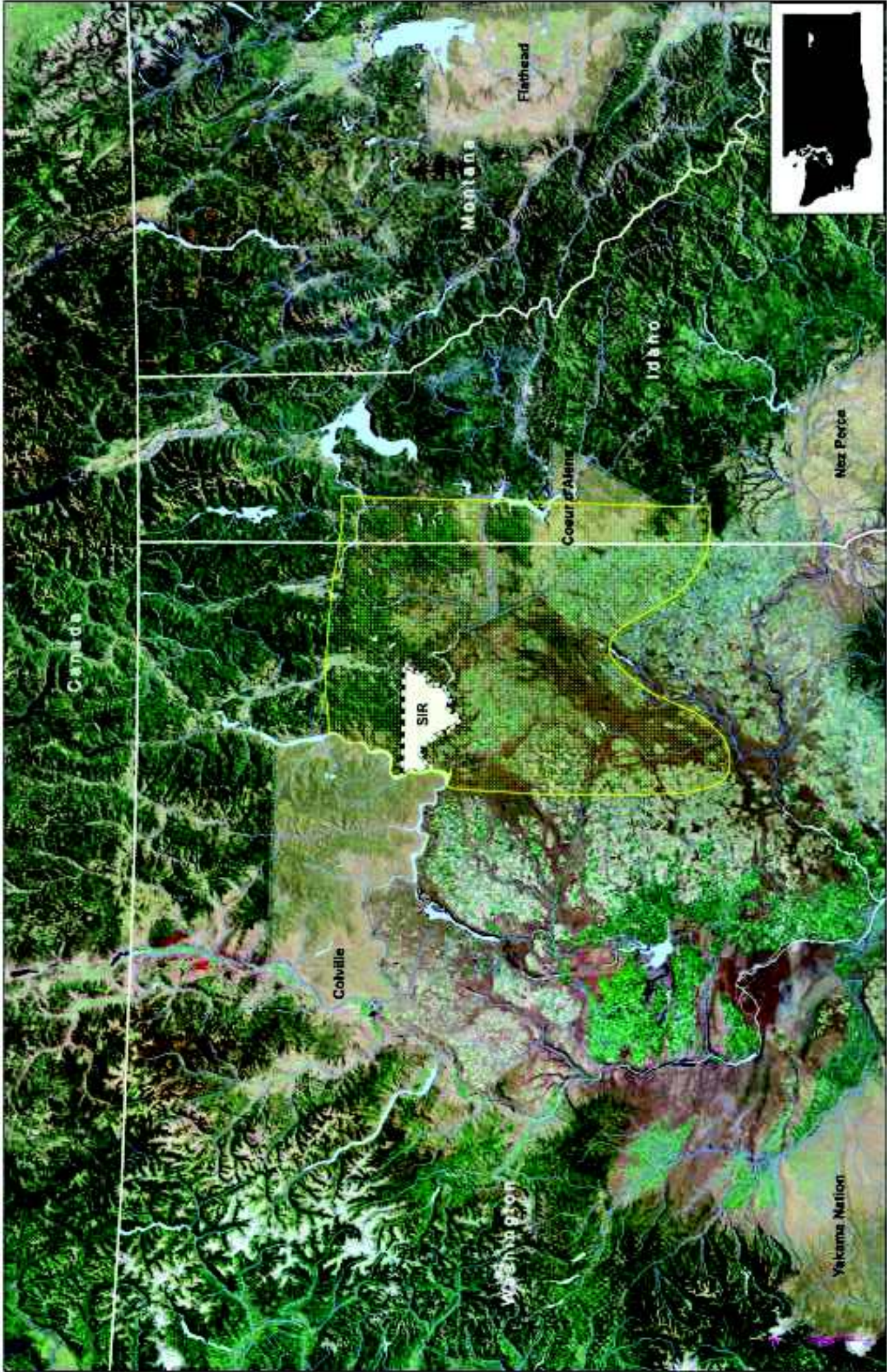
United States, Bureau of Indian Affairs, Branch of Forestry, and Spokane Agency 1994 *A Forest and a Tribe in Transition: A History of the Spokane Indian Reservation Forest, 1870-1994*. United States:





SPOKANE TRIBE OF INDIANS

USUAL AND ACCUSTOMED AREAS



Legend

- Ancestral Territory



Source: www.spokanetribe.com/conservation



SPOKANE TRIBE OF INDIANS

REGIONAL MAP



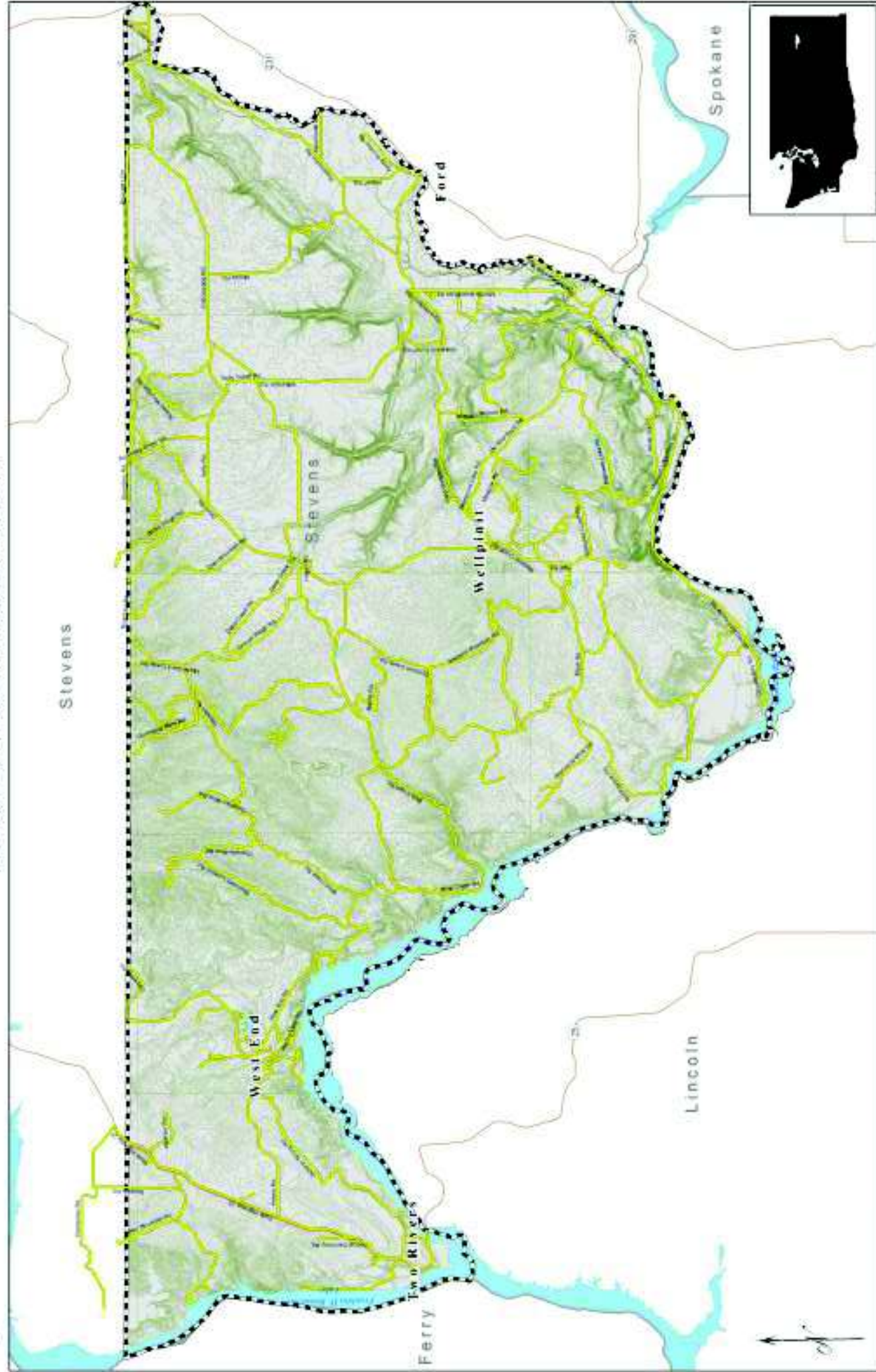
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Spokane Indian Reservation



SPOKANE TRIBE OF INDIANS

SPOKANE INDIAN RESERVATION



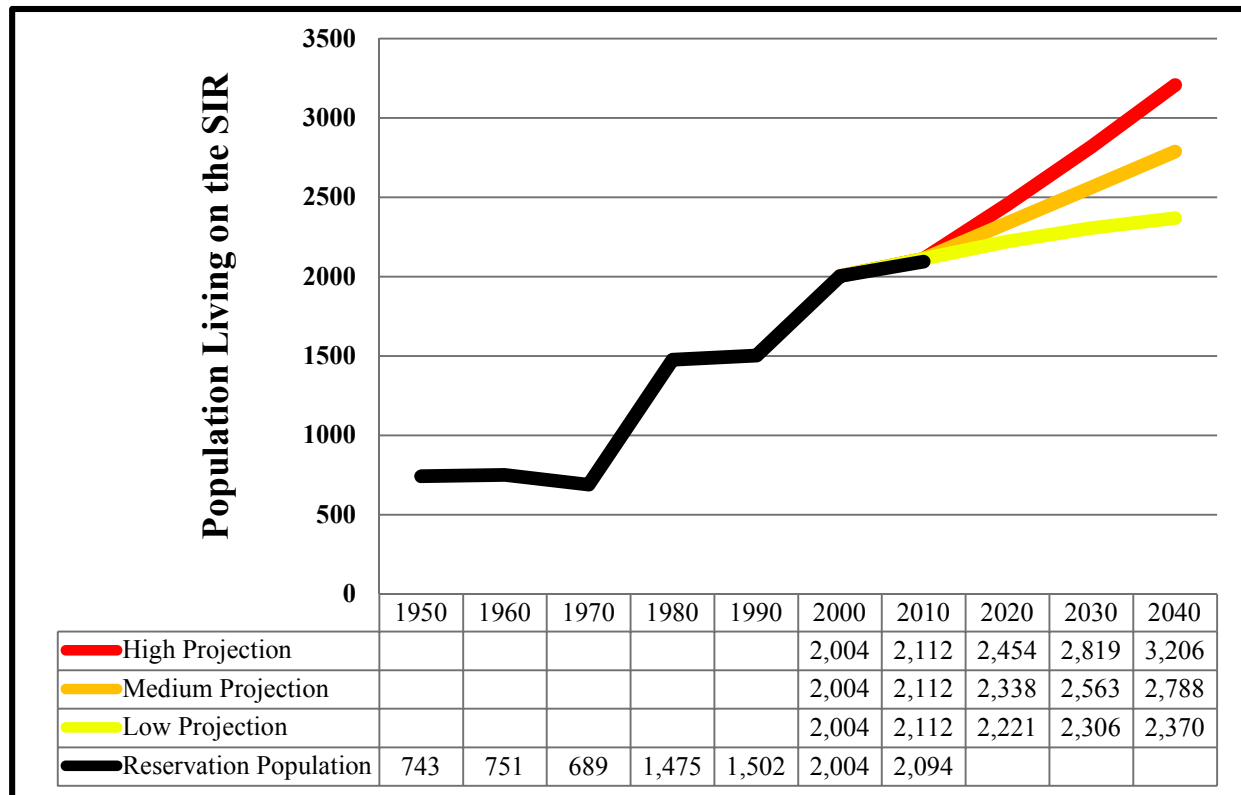
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— Spokane Indian Reservation

0 1.25 2.5 5 7.5 10 Miles

Reservation Population

huł sqelix^w x^wa č k^wink^wnč

Population projections provide data for planning future land and capacity demands to meet economic, housing, facilities, and utility needs. The overall focus of the Sustainable Community Master Plan (SCMP) is Seven Generation Planning. However to achieve manageable short-term results, a 30 year projection of the Spokane Indian Reservation population has been created and will need to be updated accordingly.



As of 2012, the Tribal Employment Rights Office (TERO) reported that the current enrolled membership consists of 2,810 individuals; 1,437 of these individuals live on the reservation. There was difficulty engaging and obtaining input from the off-reservation community. Very few participated in this project. It was determined through the housing element that mail was the best way of interacting with them. Their needs will have to be identified at a future date to determine the demand for off-reservation services.

Tribal Membership		Spokane Indian Reservation Population (U.S. 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	

The Rational Planning Process

Steps taken to create the Sustainable Community Master Plan.

1. Collect Data
2. Identify issues, problems, and concerns
3. Visioning
4. Develop goals, objectives, and policies
5. Develop alternatives
6. Adopt preferred alternatives
7. Monitor and evaluate plan

Purpose of a Comprehensive Plan ᑭᑦᑭᑦ ᑭᑦᑭᑦ ᑭᑦᑭᑦ ᑭᑦᑭᑦ ᑭᑦᑭᑦ ᑭᑦᑭᑦ ᑭᑦᑭᑦ

A comprehensive plan is a road map to the future. It is a living document intended to change with the people. It seeks to achieve an orderly, harmonious, equitable, environmentally and economically stable community. The principles of sustainability and seven-generation-planning require consideration of how decisions made will affect generations to come. This is a long-range plan that provides community goals and development as an ongoing project. By approaching planning in a holistic and cyclical manner, the community provides the direction of what needs to be done to be successful.

The SCMP is the official master plan of the Tribe and intended to be used as a holistic decision making tool. It should be used by Tribal citizens, Tribal staff, and leadership to assist with coordinated and collaborative efforts.

As a sovereign nation, the comprehensive plan holds additional significance. The goals, objectives and policies developed within the plan assists tribal decision makers and inform federal, state and local governments/agencies as to the Tribe's self-determined outcomes.

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

- Provides continuity across time
- Establishes priorities
- Guides the appearance and creates uniqueness of place
- Provides tools and a framework for decision making
- Reveals the expressed “will” of the community to the elected officials and administrative leaders
- Promotes orderly and strategic development based on community values and needs
- Protects Environmental, Historical and Cultural Resources
- Promotes Economic Development

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.

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. Various planning activities include data collection, community/stakeholders/tribal government meetings, evaluation, and information sharing.

SCMP Components

As a decision making tool, the SCMP seeks to be comprehensive of all planning aspects pertaining to the Spokane Indian Reservation. All of the following components listed in the plan should be considered in addressing planning issues, challenges, and sustainable solutions.

Community Vision

The vision statement provides guidance, direction, and has identified the overall themes in improving the quality of life on the reservation. 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.

Guiding Sustainability Principles

These principles are suggested by HUD and contemporary planning practices that illustrate coordinated and collaborative efforts that seek to provide equitable, cost-benefit effectiveness, and environmental results.

Sustainable Strategies

Each SCMP element provides community themes and sustainable strategies that are specific to

addressing community needs, issues and challenges.

Element Goals, Objectives, and Policies

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 “*Community Improvement Plan*” or strategic action plan is an addition to the SCMP that will provide further detail and benchmarks in achieving each goal.

Existing Tribal Plans

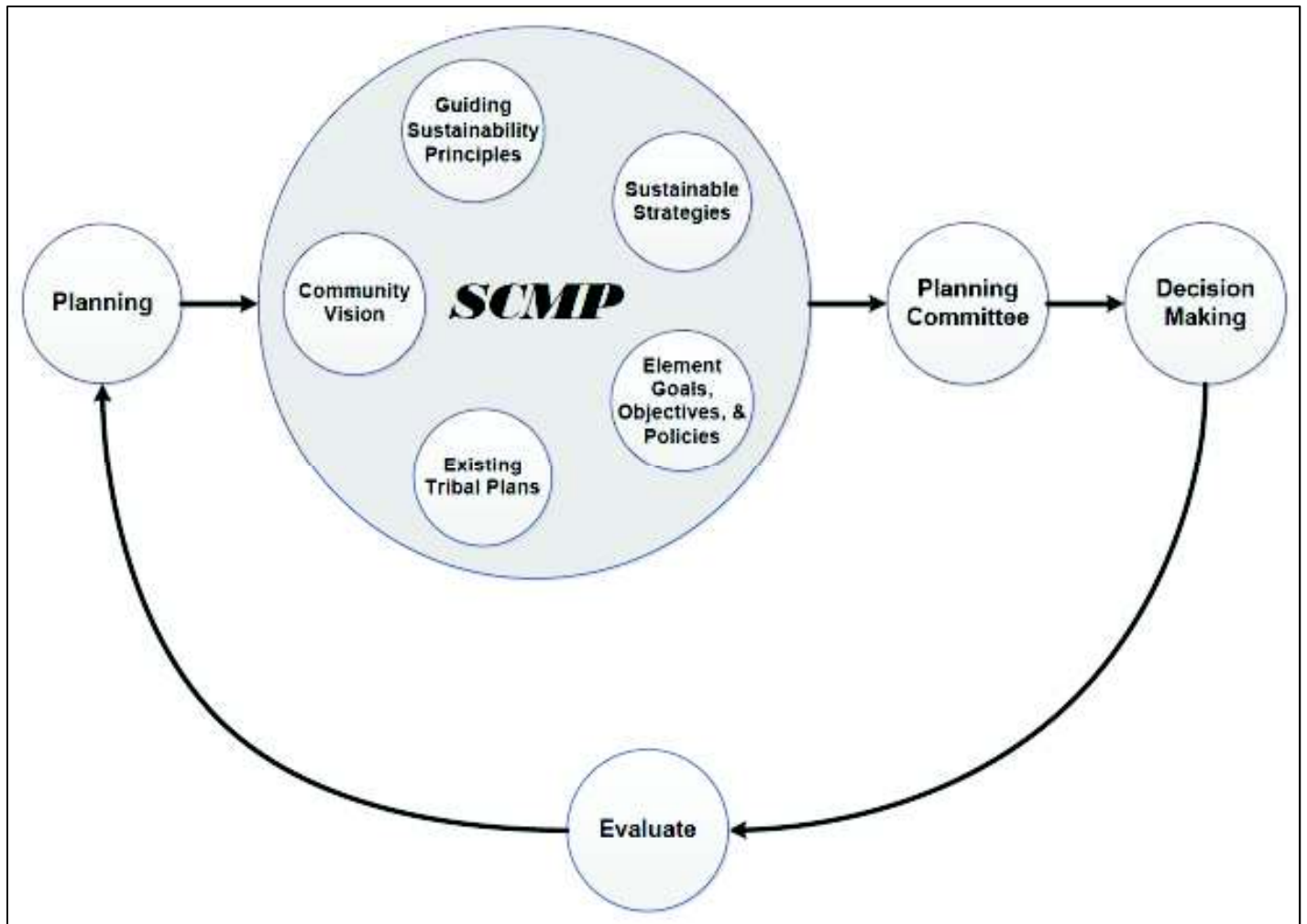
The Tribe should consult other tribal plans to assure that the goals of the SCMP are aligned with program or project goals.

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 the SCMP and other existing tribal goals. Their recommendations will provide value to the decision making process.

Decision Making

A decision can only be considered once all of the steps in this model have been taken. This is to assure that the will of the community’s and all tribal ideologies are inclusive. Decisions can be evaluated and re-evaluated as many times as necessary.



The Sustainable Community Master Plan in Relation to Existing Tribal Plans

The SCMP is a community driven plan that has captured the will of the community and the overall long range master plan of the Tribe. The SCMP and other existing tribal plans should support each other and the tribal constitution. Together, all plans must be aligned and work in conjunction to provide coordinated decision making efforts. The overall purpose of all planning efforts is to help increase the Tribe's chances of successfully meeting the goals of the community.

Each SCMP planning element is either tied to several existing tribal plans or "called out" plans that need to be drafted. The Capital Improvement Plan (CIP) is the best example of such a plan. It is inclusive of all infrastructure plans such as transportation, public buildings, water, sewer, and parks & recreation plans. The CIP provides an implementation schedule of projects, identifies funding sources, and lists all infrastructure assets monetarily. To illustrate how these plans work together, the Transportation Improvement Program's (TIP) six year projects and Transportation Element can effectively coordinate and spell out implementation strategies to meet the goals and needs of the community. Other implementation tools that need to be created and important in carrying out the goals of the SCMP include; zoning, subdivision, and development regulations that are specific to land use; and building codes that are specific to the development, permitting, and review process.

Introduction to the Elements

The Sustainable Community Master Plan has identified the basic comprehensive elements in this planning document. There is no set priority as to which is more important. All elements are interrelated in achieving sustainable results as indicated through HUD's Six Livability Principles, Smart Growth Principles, and Sustainability Model.

The integration of a health and wellness element which was identified through the public comment period has been noted as an important section to include. Specific health and wellness goals will be established and evaluated through future updates of the SCMP. Overall, the steps the Tribe takes to meet the goals of each element will determine the impact of the community's health and wellness.



Guiding Sustainability Principles

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.

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

Sustainability Model

Seven Generations planning and sustainability are the application of knowledge passed down to us by our ancestors to take control and direction of our community through cultural traditions, relevant economic development, and environmental stewardship. The goal of this model seeks to balance these three components in achieving sustainability.



Vision Statement of the Sustainable Community Master Plan

“The vision of the Sustainable Community Master Plan is to support our 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 housing choices to meet the current needs of the community and future generations.”



Community participation is the key to success in long-range comprehensive planning. Participation is empowering and strengthens communities by building consensus around a vision of the future. The vision is the culmination of the will and value of the community to improve the quality of life. Decision makers should always engage the community prior and throughout any planning projects. It may be advantageous for reservation communities to establish their own neighborhood councils to gain a consensus on community needs and bring forward issues, challenges, and solutions to tribal leadership and administration.

Community Participation User's Guide

In an effort to provide a variety of meaningful community engagement activities and gain valuable input for planning, this section has been created as an outreach tool for future planning. This guide is a compilation of the successful strategies used during the course of the planning process. Furthermore, it is important to continue open communication between the community and tribal decision makers to ensure that the vision is carried through to implementation.

Community Participation Strategies

The *pros* and *cons* of each community engagement activities are displayed to assist future participation efforts. When pursuing community participation, please select one or more strategies to gain the highest participation rates possible.

The Planning and Economic Development Department is the catalyst between the community and government. Their duties are to organize, facilitate meetings, gather, and share data that reflects the voice of the community.

Community Meetings he?eyaŋ syaŋŋmi?ys

Pros	Provides for direct interaction, sharing, and data gathering. Input can be captured, written down verbatim;
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	allows timely reflection, and documentation. Questions can be promptly answered.
Cons	Low attendance numbers. Meetings can deviate from topic onto existing social problems and political issues. Cost outweighs the benefits.

Family Meetings **p yaŋmilš p he?cyaŋ**

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.

Surveys

Pros	Allows for qualitative and quantitative data sampling. Sample surveys are easy to obtain online. Allows for anonymity and time to answer questions thoroughly. Covers a wider range of demographics on- and off-reservation. Surveys can be created in a variety of ways to obtain specific information.
Cons	Not as personable. High cost of postage. A low rate of return even with self-addressed stamp envelopes provided. Tribal membership contact information was 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.

Spokane Tribal Youth Workers **lu qe? huł awtmasqelixʷ**

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.

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.

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
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	controlled.
Cons	Expensive to produce. Unreliable distribution method.

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.

Raffles

Pros	Creates an incentive for participation. Culturally appropriate.
Cons	No significant increase of participation. Decrease in quality of responses.

Food sʔiɬn

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.

Community Events xest sqelixʷ hec yaʔʔmiy

Pros	An annual community event reintroduced by the community. High attendance and participation rates. Great for reaching the reservation community. Face to face interactions.
Con's	Events do not always correspond with project timeline. Off-reservation events zero to low attendance.

Community Days hec yaʔʔmiy sqlxalt

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.

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.

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.

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.

Locations

The following are high activity areas that have been identified to assist with 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
- 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



Land Use



Land Use

Land Use

The land use element of the SCMP seeks to integrate and promote sustainable land use goals developed through community input, Tribe's existing plans, and seven generation planning. The themes derived from these sources were used in the creation of the land use element goals, objectives, and policies.

The Integrated Resource Management Plan (IRMP)

Since 1994, the IRMP has been the overall governing land use and natural resource policy of the Tribe. It provides a wealth of natural resource based knowledge and recognized sustainability through the importance of preserving open space for future generations. Specific land use designations and natural resource inquiries will need to reference the Integrated Resource Management Plan.

The IRMP established guidelines for the use of land. It identified the importance of preserving natural resources for future generations. It seeks to maintain future land use options by maintaining the majority of land in original conditions for as long as possible. To achieve this, the Tribe manages the extraction of natural resources very carefully to ensure a sustainable future.

The Tribe's primary assets include the bountiful natural resources contained within the reservation. Cultural traditions which focus on land use conservation provide current and future decision makers with guidance on preserving natural resources. The IRMP land use map is an overlay of the reservation's protected natural resource areas. The map provided the basis for the identification of "restricted" (protected) and "non-restricted" (Preserved for All Future Uses - PAFU) areas for housing and commercial development. PAFU is the preferred alternative with an outcome based-performance management style that was adopted by Spokane Tribal Resolution 2008-322 on April 29, 2008. This management style seeks to balance ecological and cultural values with the need for timber based income until no-logging income can be established.



Land Use

Issues and Challenges:

Suitable Land

The current scattered development patterns on the reservation, with the exception of individual homes along major roads, are the results of limited suitable land and incremental planning efforts. The majority of the land on the reservation has been designated for natural resource uses and habitat preservation. The mountainous terrain limits development options. Soils in some areas are not suitable for septic tanks, and the lack of available water sources has also contributed to scattered developments.

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.



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.

Land Use

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

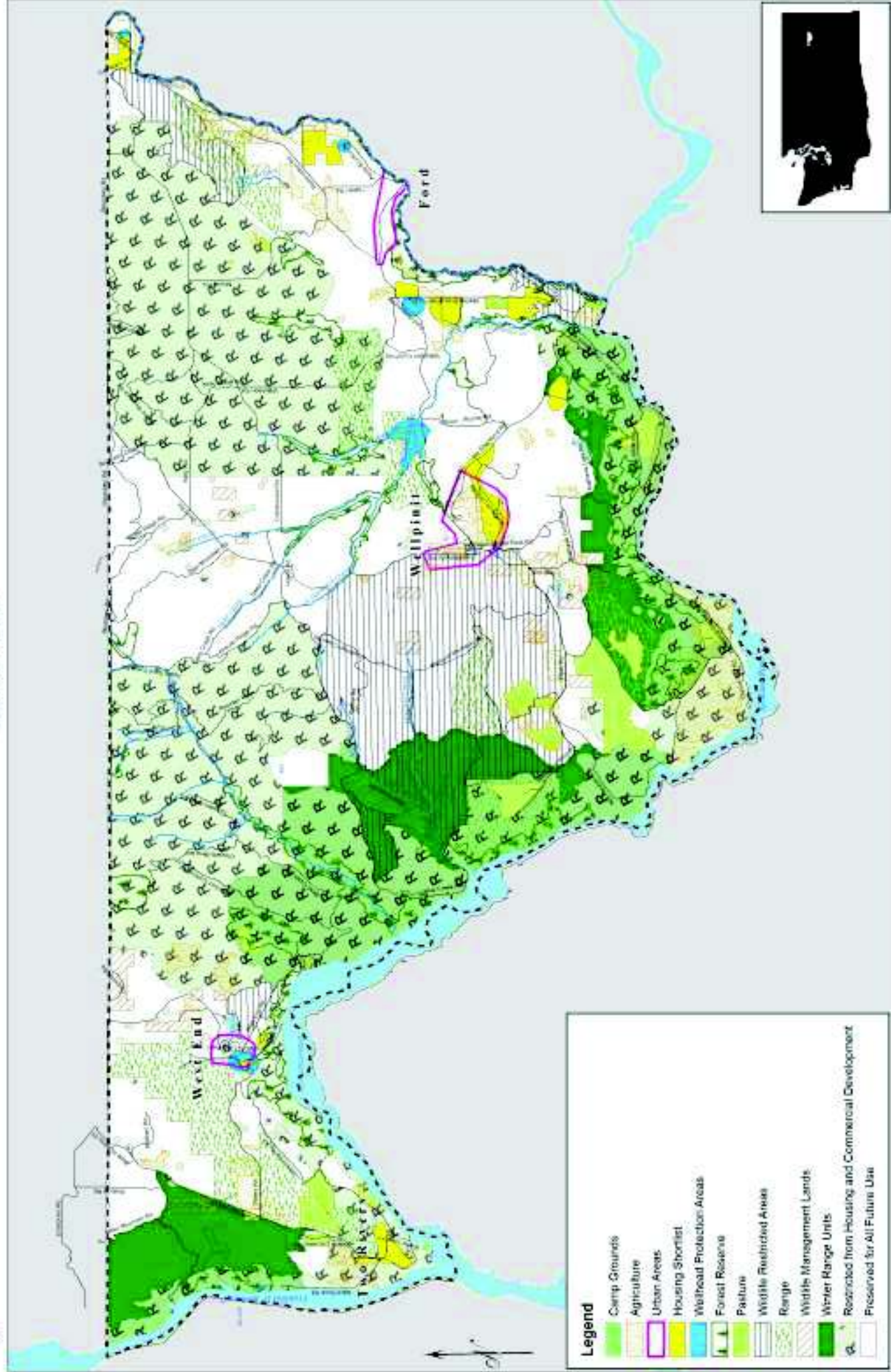
quality of life by balancing the natural and built environment. Transit Oriented-Development, which seeks to connect housing, work, and recreation, is a solution. Concentrating growth is an investment into the community and can decrease the household cost and reliance on vehicles. Livable and walkable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





SPOKANE TRIBE OF INDIANS

LAND USE



Legend

- Camp Grounds
- Agriculture
- Urban Areas
- Housing Shortlist
- Wildhead Protection Areas
- Forest Reserve
- Pasture
- Wildlife Restricted Areas
- Range
- Wildlife Management Lands
- Winter Range Units
- Restricted from Housing and Commercial Development
- Preserved for All Future Use



The Land Use Designations are based on the 2004 DNR IRMP.

Land Use

Community Data: Overall Land Use Themes

- Preserving the environment
- Recreation options
- Housing options
- Economic development activities
- Provide capital facilities and infrastructure
- Waste management



Sustainable Strategies: **nkʷulmn xʷl pentč xʷl he?yaʔ:**

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. 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 encourages 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, winter range units, and other

restrictions as indicated by the IRMP land use map. This could include the Preserve for all Future Use areas. PAFU areas 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.

Land Use

Future Housing Land Demand

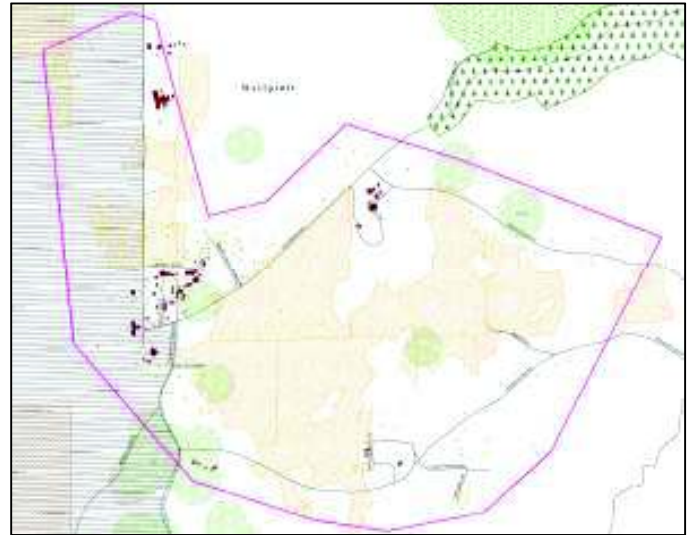
To promote the community's goals and desires to preserve the natural resources of the reservation, there are nine Integrated Resources Management Plan (IRMP) housing shortlist areas identified within developed areas on the reservation. These sites seek to promote infill and mixed-use under the assumption 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 or large spaces within the Urban Area boundaries could be considered for infill and mixed-use developments. The centers and more densely 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, 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* principles.

Land Use

Wellpinit Redesign Town Square

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EPA's Smart Growth Implementation Assistance was provided through the Local Government Commission in the creation of the [*Wellpinit Agency Loop Mini-Charrette Report*](#). The purpose was to support the Tribe in visioning a potential redesign of the Wellpinit town square and capture the community's vision of a sustainable, safe, and walkable center. This report can be used as a planning example for other reservation centers. It is recommended that a Wellpinit Master Plan be created to assist with a phased build out.

Water and Wastewater Project

sewłk^w hu scx^wel sewłk^w

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 Capital Facilities, *EPA Smart Growth Implementation Assistance*, pp. 62 for further detail on report.

Purchase Land On- and Off-Reservation

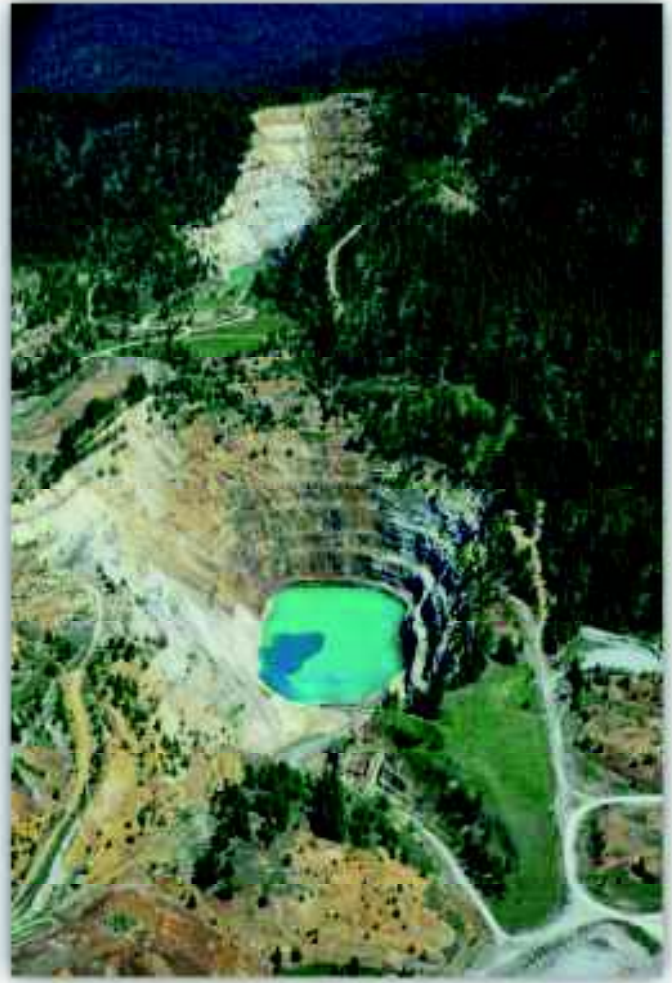
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Land purchases will increase the Tribe's holding and support other activities that include housing developments, cultural purposes, and preservation. The identification and evaluation of the potential land use will support purchasing priorities based on needs.

Waste management

snx^w.ex^welmn snk^wulltn

Identify better waste management and garbage facilities and programs (such as using the available transfer stations and recycling) to maintain the cleanliness of the reservation. The clean-up of the Wellpinit garbage dump



was one of the reoccurring themes throughout this project. The tribal community suggested that there should be more community clean up days. Collaboration with regional communities could provide remedial opportunities. For instance, the City of Airway Heights is proposing to ship their solid waste on trains to remote locations. This partnership opportunity and others could provide the Tribe sustainable solutions with regional neighbors.

Reintroduce Native Vegetation

heł cʔuk^wum sqelix^w sk^wolq^w

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

Land Use

endangered species from impacted land.

Protect the Environment

čšłmim łu? qe? snpuewłštn / snłše?tn

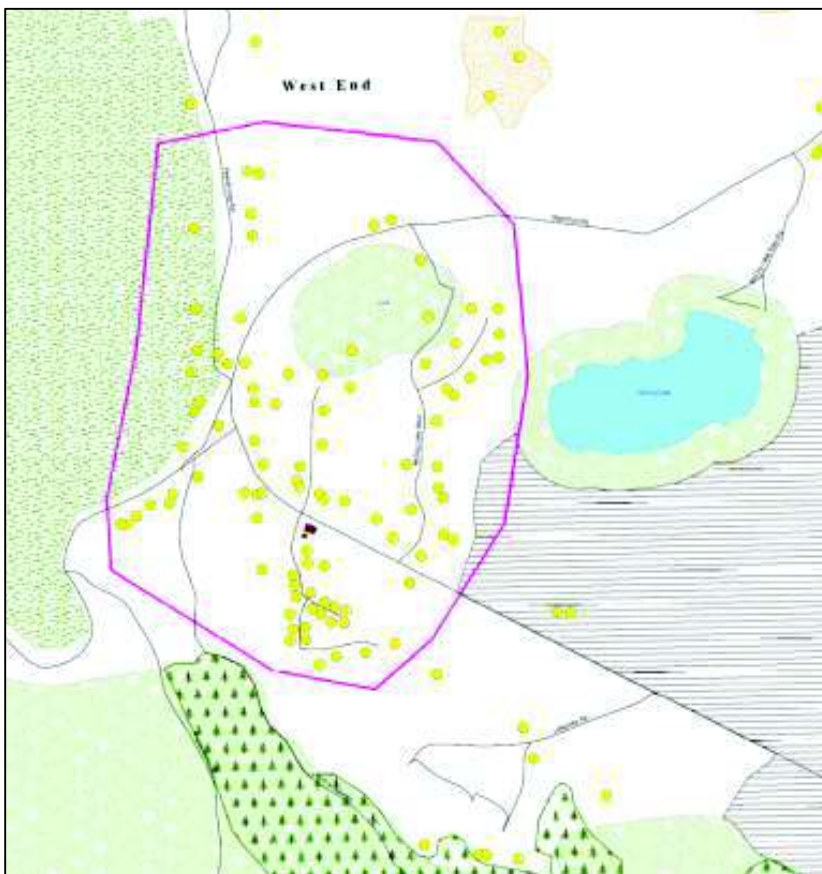
Prioritize protecting the environment and community's health in any future land use efforts. Assess health impacts in land use decisions. Identify, map and remediate brownfield areas including current and old dump sites. Reduce land use impacts by limiting environmentally degrading business activities and practices. The discussions of promoting the clean-up of garbage dumps should continue and establish a brownfield response program. Community and Tribal employees could participate in more community clean up days as recommended by the community. The Tribe could seek collaboration efforts with regional communities on recycling and reducing solid waste.

Economic Development Opportunities

Identify underutilized land suitable for economic development purposes such as agriculture lands. Economic development zones should be designated (tourism, commercial, and industrial). It is important to maximize the use of sites appropriate for economic development in order to preserve the majority of open space on the reservation.

Food Sovereignty

Utilize available agricultural land on the reservation to produce food for residents and sell for economic benefit. Traditional foods such as roots and berries do not require typical agricultural lands and should be considered in addition to modern agricultural production methods. Supply locally grown produce and meats to Trading Post. Support community gardens, a traditional food economy of local wildlife, and naturally occurring traditional plants.



Land Use

Goals, Objectives, and Policies:

The purpose of the goals, objectives, and policies (GOP's) 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.

A **goal** is a desired or ideal future state.

An **objective** is an outcome that can be measured. It is one step or component of goal completion.

A **policy** is a plan of action to implement the objectives in meeting goals.

Creation of the Goals, Objectives, and Policies was completed by the Sustainable Community Project Steering Committee based on data received from the community. The job of the committee was to review the community themes and interpret that data in the creation of goals and recommended objectives and policies. Goals, objectives, and policies will be reviewed, revised, and updated on a periodic basis. The community must be involved in the creation, revision, and updating of the goals, objectives, and policies.

LU Goal 1: DETERMINE THE ADEQUACY OF CURRENT WATER AND WASTEWATER INFRASTRUCTURE, INDIVIDUAL WELLS, AND BRING UP TO STANDARDS PRIOR TO PURSUING NEW DEVELOPMENT.

- Objective 1.1: Provide a consistent process for identifying and appropriately siting essential public facilities.

LU Goal 2: PROVIDE SUITABLE LAND FOR SUSTAINABLE FUTURE DEVELOPMENT SITES FOR RECREATION, HOUSING, TRANSPORTATION, ECONOMIC DEVELOPMENT, CULTURAL USES, AND UTILITIES.

- Objective 2.1: Develop patterns that support multi-modal or various forms of transportation.
- Objective 2.2: Plan future development along major corridors to utilize current transportation infrastructure.
- Objective 2.3: Position economic development centers in areas that allow commute times of 30 minutes or less of major housing areas.

- Objective 2.4: Purchase land to expand trust lands to meet tribal needs.

LU Goal 3: PRESERVE OPEN SPACE, WILDLIFE HABITAT, CLEAN AIR AND WATER.

- Objective 3.1: Maintain land for cultural uses.
- Objective 3.2: Utilize Infill/land recycling strategies to maximize land use efficiency.
- Objective 3.3: Identify lands suitable for reclamation/restoration.
- Objective 3.4: Protect surface and ground water from contamination.

LU Goal 4: CLEAN UP POLLUTED LANDS AND WATER.

- Objective 4.1: Identify all brownfield areas and polluted waters.
- Objective 4.2: Remediation of brownfield sites.

Land Use

LU Goal 5: CREATE REGULATIONS TO PRESERVE NATURAL AREAS FOR SEVEN GENERATIONS.

- Objective 5.1: Create land use policies that support the goals and objectives.
- Objective 5.2: Develop zoning codes.
- Objective 5.3: Create a zoning map.
- Objective 5.4: Identify a process for rezoning considerations.





Economic Development

Economic Development

Economic Development

Economic development is important on and off the reservation. Since half of the tribal membership lives off the reservation, it will also be important to address their quality of life issues. The natural resources and geographic location of the reservation are the Tribe's largest assets. The majority of land has been conservatively managed and kept in its natural state. Lake Roosevelt and the Spokane River are major bodies of water that offer tremendous tourist and recreational activities. The four counties of Stevens, Ferry, Lincoln, and Spokane which surround the reservation have populations that range from rural to heavily populated areas. The Tribe has two tribal trust lands within Stevens and Spokane Counties which has provided economic development opportunities consisting of a small casino, convenience store, gas stations, and a fast food restaurant. The Tribe continues to support regional collaboration efforts and their partners in expanding and providing jobs for the reservation and regional communities.

According to the Tribal Employment Rights Office (TERO), the current unemployment rate of the enrolled tribal membership on-reservation is 52 percent. The U.S. Census – 2010 American Community Survey, reports an unemployment rate of 16.5 percent for reservation in the workforce, which is more than three times the rate of the whole U.S.

The creation of a diversified economy could provide for reducing the unemployment rate. A reservation market could capture the “leakage” of all local dollars that filters into other communities for basic needs, services, and entertainment. A market study will need to be conducted to identify what type of sustainable/culturally relevant economic development activities could develop and then provide the training to meet these challenges. The lack of facilities on-reservation to locate businesses is another issue that will need to be addressed. The reuse of old facilities and improvements to the current infrastructure will further diversify the economy and creation of tribal business ventures and/or recruitment of large industries.

Currently, tribal government and its service related programs are the largest employers consisting of 400 plus employees. The Tribal Enterprise Board (TEB) employs 135 individuals while Indian Health Services (IHS), Spokane Indian Housing Authority (SIHA), and the public schools also provide a significant amount of public sector jobs on the reservation.

Tribal Enterprise operates 14 different lines of business including retail stores, gas stations, an auto repair facility, credit lending agency, resort with an entertainment venue, RV park and cabins, marina and houseboats, farm, full service environmental laboratory and drug-testing lab. These activities are important and do provide jobs on the reservation, however, there is still a significant percentage of the population that seeks employment off-reservation.

The Spokane Tribe Economic Project is a large economic development activity on the trust land in the City of Airway Heights. The revenue generated could provide funding for the lack of on-reservation facilities, infrastructure, and small business creative financing.

In order for employment, both on- and off-reservation to be reasonably feasible and sustainable, wages must reflect and cover the high cost of travel, child care, and/or contribute to supporting public transportation operation and maintenance costs. Housing near employment centers will reduce transportation costs and additional living expenses.

Economic Development

Issues and Challenges:

Local Economy

Retail opportunities are limited on the Spokane Indian Reservation. 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 no also broadband, retail and 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 2014.

Economic Development

Community Data: Overall Economic Development Values

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



Sustainable Strategies: **nkʷulmn xʷl pentč xʷl he?yaʃ:**

Sustainable Living Wage

nyiʃap he?pt snkʷulmn hept ululi?m xʷl hecyaf stern

A living wage takes into account a basic family budget and area-specific elements. This requires a wage and benefits package considers 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.

Family 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 cannot maintain their family at the livable wage standard. A sustainable wage would consider the possible hardship and continue to maintain a family on a budget. Sustainable wages can be implemented in future employment to alleviate poverty.

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. (for further workforce data, see "Spokane Tribe of Indians: A Socioeconomic Profile"). There are many community members with degrees, work experience and skilled workers who are underutilized.

Labor market research would support economic development planning strategies for on- and off-reservation activities. 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.

Economic Development

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 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.



Sustainable Development

Many community members have expressed a desire to seek more sustainable forms of economic development. The community recognizes the limitations of the environment and the needs of a growing population. This desire for increased sustainability is reflected in the community’s stated goals.

Many have begun to see that the Sustainability Model approach provides a much more holistic outcome. 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, cultural values provide more opportunities into decision making.

Spokane Tribal College Opportunities

**kʷtunt snr̥m̥h̥eʔtn xʷl̥ heʔcyaʔ n qeʔ
sqlixʷuleʔxʷ**

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, 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 economic development activities.

Economic Development



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 the 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. 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.

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.

Land Use

The strategic placement of successful economic development activities must be located where major transportation corridors and housing can be accessed. Further planning, to concentrate housing and economic development activities can further promote healthy transportation options 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.



Economic Development

Goals, Objectives, and Policies:

The purpose of the goals, objectives, and policies is to provide guidance for decision making and planning. Together they indicate how the community would like future development to occur and how it may be achieved.

A **goal** is a desired or ideal future state.

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ED Goal 1: THE TRIBE WILL PURSUE ECONOMIC DEVELOPMENT THAT HONORS CULTURAL VALUES AND TRADITIONS OF RESPECT, LISTENING, LIVING IN HARMONY AND CONSIDERATION OF DEVELOPING WITH SEVEN GENERATION IDEALS.

- Objective 1.1: Assess current Enterprise operations to determine whether policies represent respect for the individual, others (eg. customer service, good treatment of employees), and the environment (eg. use of environmental friendly products, supplies, equipment, facilities).
 - Policy 1.1.1: Develop and implement plans to address improvements.
- Objective 1.2: Assess and evaluate how the Tribe can make the cultural values of respect, listening, harmony and consideration of developing with seven generation ideals in all future decisions related to economic development.
 - Policy 1.2.1: Develop and implement policies/vision/mission that requires consideration of values identified here.
- Objective 1.3: Incorporate traditional cultural values in education, work, lifeways, living and natural resources.
- Objective 1.4: Pursue cultural development through the use of schemes or design by increasing the use of language in everyday life including higher education, and history.
 - Policy 1.4.1: Research, record, and develop training program to implement cultural values in all aspects of Tribe's society.
- Objective 1.5: 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 Bylaws of the Spokane Tribe; Article IV, Section 1).
 - Policy 1.5.1: Assess and evaluate how the Tribe can provide economic development opportunities that promote private entrepreneurship.
 - Policy 1.5.2: Create and implement a plan based on assessment and evaluation.
 - Policy 1.5.3: Remove social and logistical barriers for individual Tribal members to become self-sufficient.

Economic Development

- Policy 1.5.4: Develop an incubator program to promote private entrepreneurship and implement the program.

ED Goal 2: PROVIDE AND INCREASE DIVERSE TRAINING AND EDUCATION OPPORTUNITIES.

- Objective 2.1: Increase student funding to 100 percent for training and education.
- Objective 2.2: Support all disciplines so that all Tribal members can participate in the economy.
 - Policy 2.2.1: Develop plan, budget, and implement.
 - Policy 2.2.2: Develop program for workforce development; identifying human resource needs, appropriate training, and guaranteed job placement.

ED Goal 3: FOSTER TRIBAL SELF-GOVERNANCE

- Objective 3.1: Education.
- Objective 3.2: Research.

ED Goal 4: INCREASE SELF-SUFFICIENCY

- Objective 4.1: Increase employment opportunities for Tribal members.
 - Policy 4.3.1: Governing body implements training to encourage and support self-sufficiency using cultural values, training/education, intellectual goals.
- Objective 4.2: Decrease all social service functions across the board as an indicator with economic success.

ED Goal 5: TRIBAL SELF-SUFFICIENCY

- Objective 5.1: Develop and/or expand Tribal business.
- Objective 5.2: Employ more – Increase Income.
 - Policy 5.2.1: Set priority on enterprises generating sustainable income.

ED Goal 6: LIVABLE WAGE – SECURING EMPLOYMENT FOR TRIBAL MEMBERS

- Objective 6.1: Employment positions which guarantee cost of living adjustment and annual merits.
 - Policy 6.1.1: Implementing a wage scale.
- Objective 6.2: The Tribe will pursue economic development for Enterprise development which employs and trains all Tribal members for a livable wage and in accordance with our Goal.
 - Policy 6.2.1: Evaluate and assess types of development to meet needs of our goal.
 - Policy 6.2.2: Complete feasibility studies of potential economic development activities. Implement highly feasible plans.
 - Policy 6.2.3: Communicate with members; provide training opportunity for members to be employed at the developed enterprise.
 - Policy 6.2.4: Hire Tribal members.

ED Goal 7: EXPAND ECONOMIC DEVELOPMENT OUTSIDE RESERVATION BOUNDARIES

- Objective 7.1: Complete market analysis and determine appropriate investments.

Economic Development

ED Goal 8: FOSTER PRIVATE BUSINESS OWNERSHIP

- Objective 8.1: Develop awareness, education, and empowerment to Tribal members on private business ownership.
 - Policy 8.1.1: Tribal departments to promote private business opportunities and access.
 - Policy 8.1.2: Provide training and education opportunities for Tribal members to develop their own businesses.
- Objective 8.2: Assess and evaluate effectiveness of an Incubator Program.

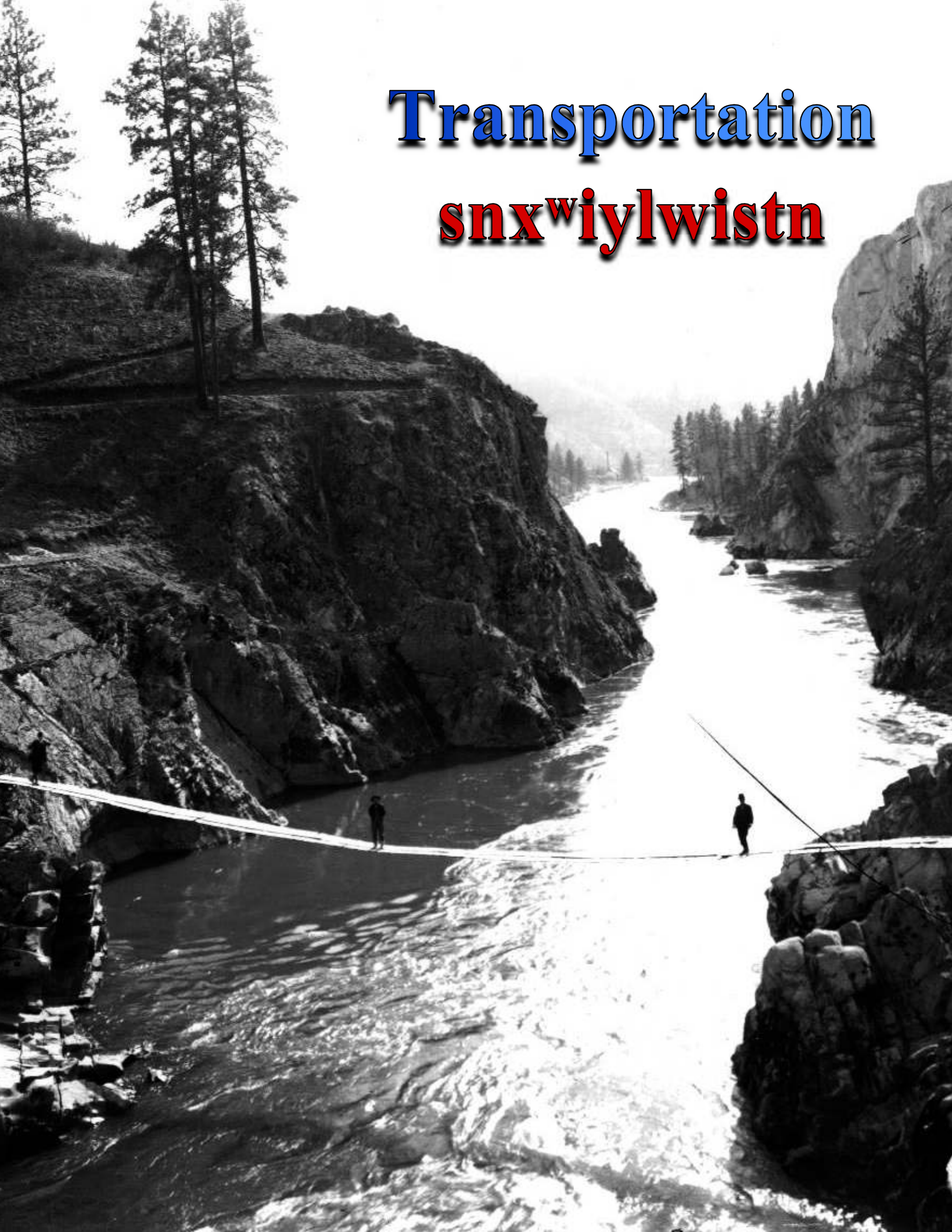
- Policy 8.2.1: If feasible, develop and implement a plan creating a Business Incubator Program to promote private entrepreneurship.

ED Goal 9: IMPROVE INTERNAL INFRASTRUCTURE AND SET LAND USE PRIORITIES TO PROMOTE ECONOMIC DEVELOPMENT

- Objective 9.1: Improve public roads, utilities, sanitation, and communication facilities.
- Objective 9.2: Prioritize public safety and security.
- Objective 9.3: Expand and centralize agricultural resource development. Develop internal manufacturing of natural resources.



Transportation snx^wiylwistn



Transportation **snx^wiylwistn**

Transportation

The current development patterns and lack of retail market on the reservation create an automobile dependent community. However, the Moccasin Express (TME) has taken a major step towards expanding its public transportation services for its employees and students through the use of vanpools. 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 the needs off the reservation.



The Integrated Resource Management Plan supports sustainable housing and development towards designated and disturbed areas through the use of infill within 300 feet of major roads. The creation of a Capital Improvements Program and the integration of transportation needs, such as lighting, pedestrian and bicycle paths into the Transportation Improvement Program (TIP) can help prioritize; plan for communities; and support future funding opportunities for implementation.

Issues and Challenges:

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.

the current systems creates growth constraints and construction of vibrant/walkable communities

Safety and Health

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.

Infrastructure

The lack of existing infrastructure and funding to expand

Transportation **snx^wiylwistn**

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 operations and maintenance, limits the services that can be provided.



Transportation **snx^wiylwistn**

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.



Sustainable Strategies: **nk^wulmn x^wi pentč x^wi he?yaŋ:**

Economical

Providing the infrastructure and services to have reasonable travelling options greatly encourages a multi-modal community. By having *multi-modal* transportation, it provides a range of affordable options that reduces the necessity for single occupancy vehicles. By expanding the services of the Moccasin Express and its connections to regional public transit, increasing employee/student vanpools and carpools use, and adding pedestrian and bike paths can improve the quality of life. 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

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. The Moccasin Express is adjusting their schedules to accommodate identified community needs for employment, education, youth program work schedules with expanded services to include off-reservation shopping. Allowing advertising on tribal buses may help offset costs and make transportation more affordable.

Transportation Investment

Increasing investment into the Moccasin Express 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. The Moccasin Express has recently expanded their services on Fridays to locations off the reservation into the City of Airway Heights. This then provides further connection to the Spokane Transit Authority (STA), Citylink Transit and Kalispel Transit System (KALTRAN); and allows access to the

neighboring reservations, higher education institutions, training, and employment opportunities within the four

Transportation *snx^wiylwistn*

surrounding counties.

Supporting 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, reduced automobile travel and supports compact and/or mixed land use development patterns.

Safety and Health

Children and adults currently walk within housing clusters, to and from school or work and for recreation. Inadequate sidewalks, no 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.

- Transit shelters improve safety for the community. Shelters provide protection from the elements and a safe place to be picked up and dropped off. The overall ridership of transit will increase and improve the quality of life for all 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 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, 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

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

Spokane Indian Reservation Road Ownership				
	LENGTH IN MILES	SURFACE TYPE		
	TOTAL	PAVED	GRAVEL	EARTH
TOTAL BIA MILES	241.5	48.5	49.8	143.2
TOTAL WSDOT MILES	112	112		
TOTAL LINCOLN	2.4	2.4		
TOTAL STEVENS COUNTY	57.5	41.5	12.6	3.4
TOTAL S.T.O.I.	4			4

Transportation **snx^wiyiwistn**

<i>OVER ALL TOTAL</i>	<i>417.4</i>	<i>204.4</i>	<i>62.4</i>	<i>150.6</i>
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Transportation *snx^wiylwistn*

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TR Goal 1: CREATE SOCIAL, EDUCATIONAL, AND EMPLOYEE TRANSPORTATION PROGRAMS FOR CURRENT AND FUTURE NEEDS OF THE RESERVATION.

- Objective 1.1: More transportation programs for social gatherings, bringing families/youth into town for events at no cost. Help the elders attend events.

TR Goal 2: IMPROVE EXISTING ROADS.

- Objective 2.1: Maintain or improve the road surfaces on the reservation by soliciting for funding in order to keep up with the maintenance and the improvements of the roads. Provide funding for additional roads and improvements for the projected increased population and new housing developments.
 - Policy 2.1.1: Place a priority on maintaining the paved surface roads especially the roads that enter the Spokane Indian Reservation.
 - Policy 2.1.2: Utilize current Roads Department maps to identify future maintenance funding sources.

- Objective 2.2: Improve existing roads that exceed the average daily traffic count of 100 vehicles to paved surface.
- Objective 2.3: Improve existing roads that exceed the average daily traffic count of 40 vehicles to a gravel surface.
- Objective 2.4: Improve existing roads or driveways that consist of 3 or more homes.

TR Goal 3: ENHANCE THE QUALITY OF LIFE OF RESERVATION RESIDENTS WITH TRANSPORTATION PROGRAMS THAT PROMOTE ENERGY CONSERVATION, ENHANCES THE HEALTH OF THE COMMUNITY AND PROTECTS THE AIR, LAND AND WATER QUALITY.

- Objective 3.1: Purchase a Tribal fleet of fuel efficient vehicles and increase fuel type options for residents.
 - Policy 3.1.1: New Tribal vehicle purchases must meet established standards for fuel efficiency. Use fuel-tax dollars as incentive to offset increased costs.
 - Policy 3.1.2: Encourage Enterprises to offer alternative fuels.

Transportation **snx^wiylwistn**

TR Goal 4: PROVIDE PUBLIC TRANSPORTATION THAT MEETS THE EXPECTATIONS OF RESERVATION RESIDENTS.

- Objective 4.1: Create printed schedules of times and routes and pick up/drop off locations for potential users. This would make it easier to plan and meet passenger needs. Construct bus stops with signs where passengers can board, similar to Spokane Transit Authority boarding locations.
 - Policy 4.1.1: Meet with the Tribal Roads manager and find out if their department could fund the construction of the proposed pickup location shelters. Roads to provide other resources such as public relations to possibly fund brochures with printed times, locations, etc., as a promotion or outreach.

TR Goal 5: EXPAND, IMPROVE AND INCREASE THE FREQUENCY OF CURRENT AND FUTURE PUBLIC TRANSPORTATION SERVICES ON AND OFF THE RESERVATION.

- Objective 5.1: Fill up the vanpool and encourage employees to communicate to increase users.
- Objective 5.2: Research cost and feasibility of transportation to and from off-reservation locations such as, Airway Heights, Spokane, Chewelah, and Two Rivers Casino.
 - Policy 5.2.1: Keep data from each trip and do analysis bi-annually to measure the continued need of each daily trip.
 - Policy 5.2.2: Coordinate, collaborate, and leverage funding for each route according to use.
- Objective 5.3: Due to the high cost of public transportation, especially in a rural setting,

analysis on the sustainability of the transit system is needed. The program should be structured to have the least amount of overhead costs, provide a payment system that is affordable to the passengers and find ways to supplement the operating costs of the public transportation system. The van pools should be designed to support their costs by those using them.

- Policy 5.3.1: Gather information to define the cost of daily trips to various locations, costs of fare versus free; continue to search for funding sources, grants, etc.
- Policy 5.3.2: Provide a payment structure that would be balanced to offset the cost through rider fees and through grant funding and Fuel Tax Revenue in order to continue to provide an affordable public transportation system on and off the Spokane Indian Reservation.

- Objective 5.4: Adjust current routes to meet the needs of tribal members.

TR Goal 6: INCREASE PUBLIC TRANSPORTATION USE.

- Objective 6.1: Reduce vehicle miles traveled per person.
 - Policy 6.1.1: Charge for parking.
 - Policy 6.1.2: Implement a land use plan that supports shorter trips.
 - Policy 6.1.3: Support policies that allow for flexible work schedules and other alternatives such as working from home or satellite offices.

Transportation snx^wiylwistn

TR Goal 7: IMPROVE THE EFFECTIVENESS AND EFFICIENCY OF THE TRANSPORTATION SYSTEM, WHILE ENSURING RESIDENTS HAVE ACCESS TO JOBS, HOUSING, AND OTHER LOCATIONS WHILE IMPROVING THE OVERALL QUALITY OF LIFE.

- Objective 7.1: Increase routes that support employment needs both on and off the reservation. Diversify transportation fleet, so routes with consistently fewer riders can be served by a different vehicle type, such as a small fuel efficient car rather than a large van.
 - Policy 7.1.1: Provide incentives to employees and clients to use public transportation, vanpool and carpool options.

TR Goal 8: CREATE PEDESTRIAN OPTIONS FOR CURRENT AND FUTURE DEMANDS SUCH AS BIKE AND WALKING PATHS.

- Objective 8.1: Count the number of people using the path from Wellpinit to the high school.
 - Policy 8.1.1: Find funds to improve and create bike/walking paths that are more accessible for all tribal members.
- Objective 8.2: Fewer youth & adults having to cross the road in different locations.
 - Policy 8.2.1: Place a cross walk at two locations along the Wellpinit road, one at the Administration Building and one at the road going into Agency Square.
 - Policy 8.2.2: Widen the road way and paint white strips along the

road for the pedestrian's walkway.

TR Goal 9: IDENTIFY AND BUILD TRANSIT CENTER SITES, SHELTERS, AND PARK AND RIDES.

- Policy 9.1.1: Research resources to construct bus shelters.

TR Goal 10: CREATE AWARENESS OF CURRENT TRANSPORTATION PROGRAMS AND OPTIONS AVAILABLE TO THOSE ON THE RESERVATION.

- Objective 10.1: Encourage more community members to use the current Moccasin Express and vanpool options.
 - Policy 10.1.1: Advertise in the Rawhide and at local buildings.
 - Policy 10.1.2: Designate a person to go to community members home and explain what is available to them.
- Objective 10.2: Create awareness through community outreach & meetings.
 - Policy 10.2.1: Transit Program to provide more community outreach with senior program and community centers.



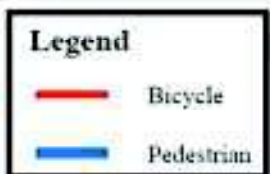
Desired **Bike** & **Pedestrian** Paths



Two Rivers Casino & Resort



West End

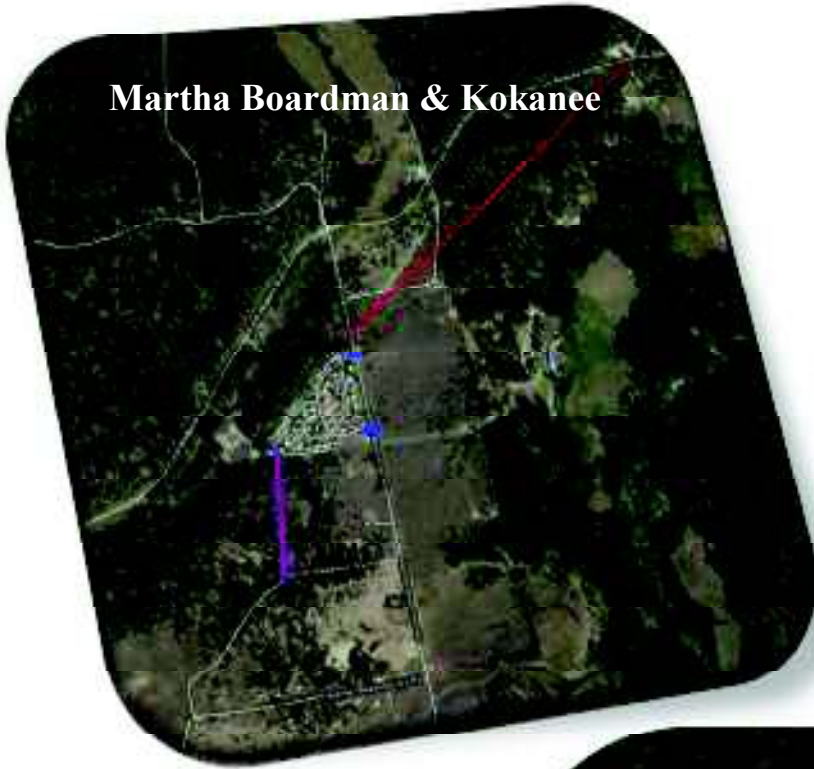


Desired **Bike** & **Pedestrian** Paths



Desired **Bike** & **Pedestrian** Paths

Martha Boardman & Kokanee



Reservation Road



Legend

- Bicycle
- Pedestrian

Housing

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Housing ctcitx^w snlše?tn

Housing

There are seven housing developments located on the reservation with additional residences mostly situated along major roads. These developments consist of 20 to 40 homes each. The 2010 U.S. Census reported 777 housing units on the reservation. The majority of these homes were built after 1970. The development patterns on the reservation support an auto dependent lifestyle. This presents challenges for those who cannot afford personal auto transportation, individuals under the age of 16, or people otherwise ineligible to drive. Their needs are harder to meet under the current circumstances resulting in unplanned trails and destruction of the natural environment.

Future housing development should be focused on sustainability. By creating culturally relevant homes that support multiple modes of transportation that integrate public transit, walking, and cycling, the community can save money, improve their health, lessen energy dependency, and reduce environmental pollutants and greenhouse gases. If housing is located in areas that have already been used for development, it will preserve the pristine forest and wildlife habitat on the reservation, it can improve the land use patterns, and there will be reduced costs in capital expenditures for new infrastructure as well increasing the efficiency of money spent for operations and maintenance. Housing in the future should also provide more choices in housing types beyond just single family homes. Incorporating design that is specific to the community will enhance the sense of cultural identity and establish a Spokane context to buildings. The Tribe can have a positive influence on housing options, transportation, and the environment by considering these things when developing in the future.



Housing ctcitx^w snlše?tn

Issues and Challenges:

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.

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

Housing ctcitx^w snlše?tn

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

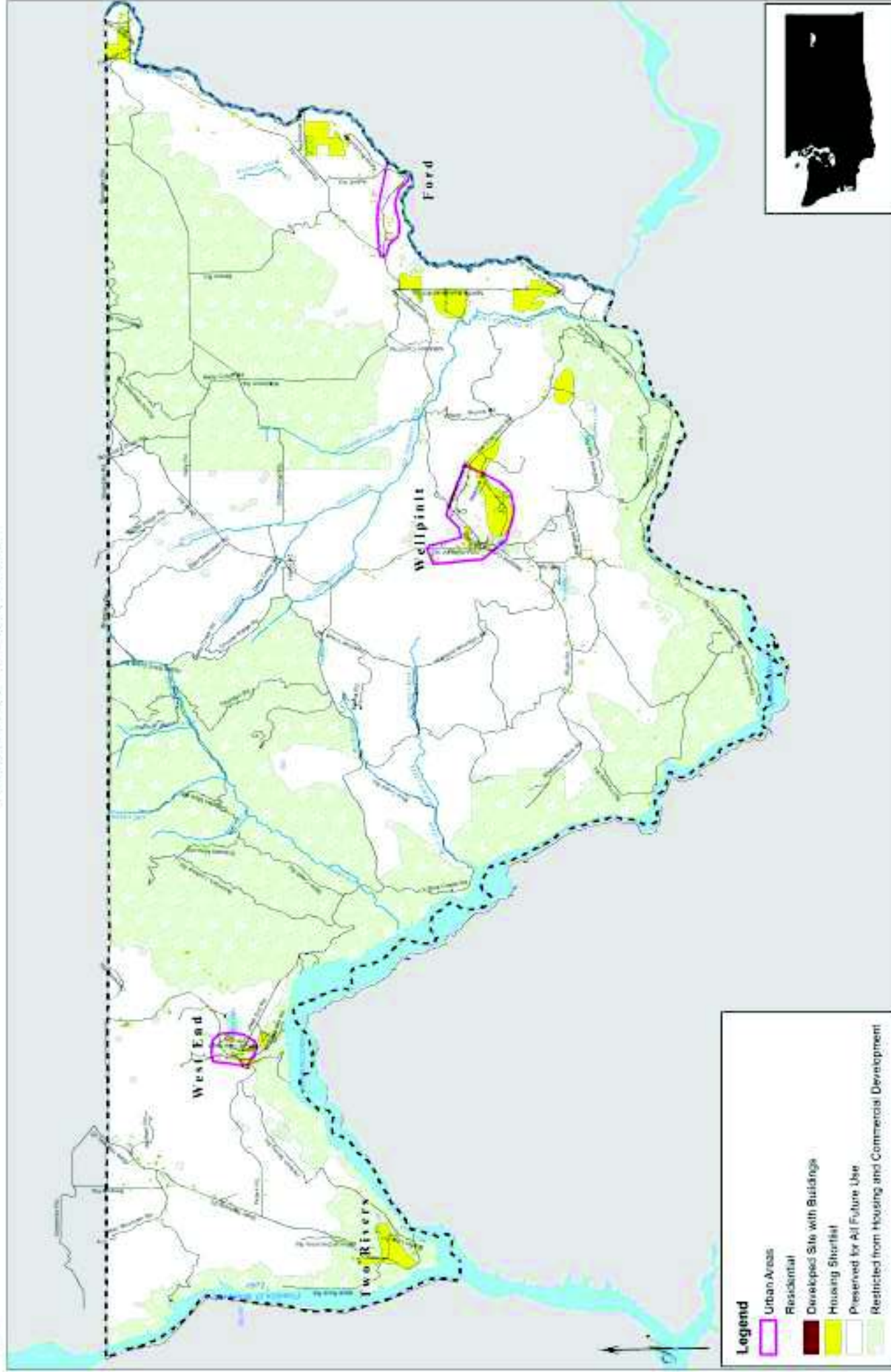
Environmental factors contribute to safety concerns for both residential and commercial indoor air and drinking water. Due to the geologic characteristics of the reservation, high uranium, radioactivity, and radon emissions have been found. These elements, though naturally occurring, are linked to cancer 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.



SPOKANE TRIBE OF INDIANS

HOUSING SHORTLIST



Housing ctcitx^w snlše?tn

Community Data: 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.



Sustainable Strategies: nk^wulmn x^wl pentč x^wl he?yaŋ:

Cultural Relevancy

Central to the Sustainable Community Master Plan 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.

Energy Efficiency

Tribal households, on average, pay much more 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 can 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 been shown to reduce the need for 'grid' power, and thereby decrease household energy costs.

Water Efficiency, Quality, and Conservation

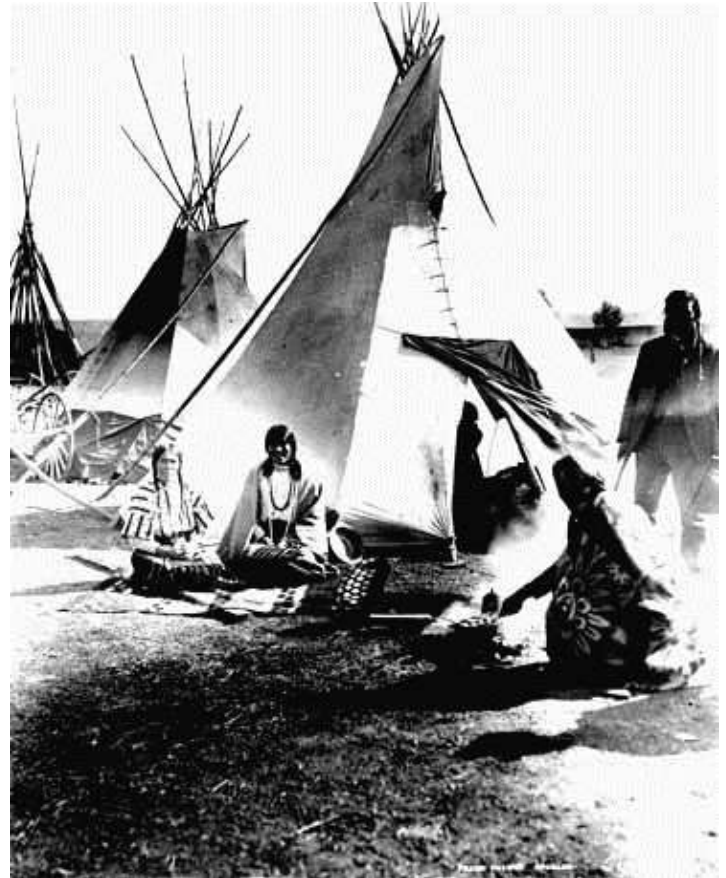
Water efficiency, quality, and conservation are important to the Spokane Tribe. The reservation borders three major bodies of water polluted by industrial activity and drinking well systems that were identified to have high levels of uranium. Zoning codes would help to provide protection from past local and regional economic development activities that have contributed to the pollution. Policies to test new well systems for a wider range of contaminants should be implemented by the Tribe, and Spokane Indian Housing Authority to ensure safe drinking water is available. Gray water reclamation systems collect sink, laundry, shower, and rain water and reuses water for landscaping, and would increase water conservation and efficiency.

Housing ctcitx^w snlše?tn

Mixed-Income Developments

One alternative to traditional public affordable-housing developments is 'Mixed-Income Housing'. In this arrangement, 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 number of ways based on the legal and financial framework under which a project is developed.

There are many benefits to mixed-income housing developments 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 (ULI 2003)."



Housing Land Demand

Future land demand for housing is determined by projecting the future population and determining how much space will be needed for housing to accommodate that population. Sustainable housing strategies will further reduce infrastructure costs, reduce auto-orientation, and create walkable communities near services and employment opportunities. See Land Use Element "Future Housing Land Demand," pp. 24.

Housing ctcitx^w snlše?tn

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An **objective** is an outcome that can be measured. It is one step or component of goal completion.

A **policy** is a plan of action to implement the objectives in meeting goals.

Creation of the Goals, Objectives, and Policies was completed by the Sustainable Community Project Steering Committee based on data received from the community. The job of the committee was to review the community themes and interpret that data in the creation of goals and recommended objectives and policies. Goals, objectives, and policies will be reviewed, revised, and updated on a periodic basis. The community must be involved in the creation, revision, and updating of the goals, objectives, and policies.

H Goal 1: PROVIDE HOUSING OPPORTUNITIES FOR ALL SPOKANE TRIBAL MEMBERS.

housing needs for students and other clients needing temporary housing.

- Objective 1.1: Provide homeownership opportunities for low income and all other income based Tribal members.
 - Policy 1.1.1: SIHA review existing policies and procedures on how to better serve low income members.
 - Policy 1.1.2: SIHA, Tribal Credit and Tribal planning collaboration efforts in designing plans to provide housing opportunities for all income levels.
- Objective 1.2: Provide rental opportunities for low income and all other income levels for Tribal members.
 - Policy 1.2.1: SIHA review existing policies and revise to improve services to low income clients and applicants.
 - Policy 1.2.2: SIHA and Tribal planning collaboration efforts to develop a comprehensive housing entity that provides services to all income levels.
 - Policy 1.2.3: Evaluate housing voucher services to provide for temporary
- Objective 1.3: Provide education to Tribal members on funding sources, home purchase, credit education, financial assistance, etc.
- Objective 1.4: Provide assisted living access for Tribal members.
 - Policy 1.4.1: Spokane Tribal Administration and Planning complete a needs assessment to determine if assisted living housing facility is needed for the Tribe.
 - Policy 1.4.2: If feasible, proceed to develop plan and locate funding to provide an assisted living facility for Tribal members.
- Objective 1.5: Provide emergency shelter for all Tribal members.
 - Policy 1.5.1: Spokane Tribal Administration and Planning complete a needs assessment to determine if an emergency shelter is needed on the reservation.

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- Policy 1.5.2: If feasible, proceed to develop a plan and locate funding to provide an emergency shelter for Tribal members on the Spokane Indian Reservation.
- Objective 1.6: Provide nursing home for Tribal members.
 - Policy 1.6.1: Spokane Tribal Administration and Planning complete a needs assessment to determine if a nursing home is feasible to be placed on the Spokane Indian Reservation.
 - Policy 1.6.2: If feasible, proceed to develop a plan and locate funding to provide a nursing home for Tribal members on the Spokane Indian Reservation.
- Objective 1.7: Identify funding sources and streams (e.g. vouchers, tribal credit, etc.)

H Goal 2: CREATE SAFE, CLEAN, AND HEALTHY ENVIRONMENTAL IMPROVEMENT OPPORTUNITIES FOR EXISTING HOMES AND NEW CONSTRUCTION.

- Objective 2.1: Research energy efficient and green improvement opportunities for existing homes on the Spokane Indian Reservation.
 - Policy 2.1.1: Reduce, reuse, and recycle materials whenever possible.
 - Policy 2.1.2: Investigate attitudes and reasons regarding reasons for condemning or restoring structures found to be unsafe.
- Objective 2.2: Provide information to existing homeowners and assist with financing opportunities as needed.
- Objective 2.3: SIHA to evaluate existing homes and identify energy and going green opportunities for existing homes. Identify funding sources for these improvements. Provide the opportunity to existing homebuyers.

- Objective 2.4: SIHA to evaluate existing rental sites to identify energy and going green opportunities. Identify funding sources for these improvements.
- Objective 2.5: Develop building codes for homes built on the reservation. Identify potential funding sources to bring existing homes up to code.
- Objective 2.6: Build on land with good water quality.

H Goal 3: DEVELOP ZONING CODES TO ASSURE HOMES BUILT ON THE SPOKANE INDIAN RESERVATION ARE LOCATED IN AREAS THAT CONSIDER ENVIRONMENTAL FACTORS.

- Objective 3.1: Utilities to be in place before housing gets developed.
- Objective 3.2: Develop multi-generational housing.

H Goal 4: SPOKANE INDIAN HOUSING AUTHORITY FACILITATES COMMUNITY PARTICIPATION IN DISCUSSING HOUSING OPTIONS TO DELIVER THE MOST CULTURALLY DESIRABLE DESIGNS, PROGRAMS, AND PROJECTS FOR THE TRIBE, IHA AND HOUSING RESOURCES TO THE TRIBE.

- Objective 4.1: Provide community education regarding all aspects of housing (i.e. cultural architecture, etc.)
 - Policy 4.1.1: Spokane Indian Housing Authority to facilitate quarterly community conversations.

H Goal 5: PROVIDE FUNDING OPPORTUNITIES FOR TRIBAL MEMBERS TO BUY PROPERTIES WITHIN ABORIGINAL TERRITORY.

- Objective 5.1: Expand reservation boundaries through property purchases.

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- Policy 5.1.1: Properties funded through this method cannot be sold to non-Tribal buyers.
- Policy 5.1.2: Eventual conversion to trust properties.

H Goal 6: IMPLEMENT APPROPRIATE HOME MAINTENANCE TO MINIMIZE NEW CONSTRUCTION.

- Objective 6.1: Get Tribe to help with the fixing of existing homes.
 - Policy 6.1.1: Tribe comes out and assesses needs of homeowners.

H Goal 7: BUILD PIT HOUSES BY TWO RIVERS AS HOTEL ROOMS. USE THE HOTEL ROOMS AS PROTOTYPES TO SEE WHICH MODELS WORK.

- Objective 7.1: Generate revenue to Tribe.
 - Policy 7.1.1: Use tribal members to build Pit homes – teaches culture, language usage, and skills.

H Goal 8: DEDICATED OFF RESERVATION HOUSING FOR TRIBAL MEMBERS.

- Objective 8.1: To provide Tribal housing for students and/or people who work in Spokane.
- Objective 8.2: Identify location for off reservation housing.

H Goal 9: DEVELOP HOMES MORE FOR BUYING THAN RENTING.

- Objective 9.1: Identify a percent of ownership on reservation.
 - Policy 9.1.1: Create more home buying options and housing opportunities, with assisted monies from general fund.

H Goal 10: ADDRESS INFRASTRUCTURE ISSUES BEFORE CONSTRUCTING.

- Objective 10.1: Identify current infrastructure needs and what current EPA policies the community follows.
 - Policy 10.1.1: Meet minimum standards set by EPA.

H Goal 11: DEDICATE MORE OFF RESERVATION LAND USE.

- Objective 11.1: Identify locations for off reservation land use.
 - Policy 11.1.1: Allocate percentage of funding from SIHA and the Tribe.

H Goal 12: PROTECT THE HEALTH OF RESERVATION RESIDENTS FROM INDOOR AIR POLLUTANTS SUCH AS RADON, MOLD, LEAD, VOCS AND CO2.

- Objective 12.1: Identify collaboration between health and housing agencies and Tribal programs to collectively address threats to health in existing infrastructure.
- Objective 12.2: Educate residents, construction and maintenance staff on best practices to address indoor air pollutants.
- Objective 12.3: Test all homes and buildings on the reservation for radon.
- Objective 12.4: Develop a joint strategy to mitigate homes and buildings with elevated radon levels.
- Objective 12.5: Develop smoke-free housing developments.
 - Policy 12.5.1: Create policies to reduce the use of chemicals in the workplace such as pesticides and dangerous cleaning products and incorporate policies to mandate the safe storage and disposal of chemicals.

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- Policy 12.5.2: Enforce existing housing codes. Hire/train a Tribal housing inspector.
- Policy 12.5.3: Develop or adopt a policy that all new construction incorporates Radon Resistant New Home Construction elements.

H Goal 13: INCREASE AVAILABILITY OF HOUSING ON AND OFF THE RESERVATION LOCATED IN TRANSPORTATION EFFICIENT LOCATIONS.

- Objective 13.1: Diversify new construction projects and land acquisition to sites accessible to jobs, schools, healthcare, etc.
 - Policy 13.1.1: Expand current development plans to study locations off the reservation.

H Goal 14: PROMOTE THE USE OF ENERGY EFFICIENCY IN HOUSING AND BUILDING CONSTRUCTION TO REDUCE THE IMPACTS TO THE ENVIRONMENT AND THE COST TO OPERATE AND MAINTAIN HOMES ON THE RESERVATION.

- Objective 14.1: Perform energy audits on existing homes and buildings to gain an understanding of common issues found on the reservation.
- Objective 14.2: Develop and construct some demonstration projects, incorporating existing “green” standards such as Tribal Green Building Codes Workgroup, Leadership in Energy and Environmental Design (LEED), and AirPlus for elders and families with health issues.
 - Policy 14.2.1: Adopt a Tribal Building Code that encompasses health, building materials, energy conservation, culture, etc.

H Goal 15: PROMOTE SAFE AND ALCOHOL/DRUG FREE COMMUNITIES.

- Objective 15.1: Incorporate drug testing into requirements for HUD housing.
- Objective 15.2: Increased patrol/security in existing housing areas.
 - Policy 15.2.1: Enforce existing laws, regulations and policies regarding alcohol and drug abuse in qualifications for housing.

Capital Facilities & Utilities



Capital Facilities & Utilities

Capital Facilities and Utilities

Capital Facilities and Utilities are essential to providing services to the community and the Tribe's ability to accommodate the current population's needs and projected growth of the reservation. Capital facilities may include roads, solid waste disposal facilities, water and waste water facilities, transportation facilities, government offices, law enforcement facilities, public school facilities, water facilities, sewer facilities, fire and rescue facilities, parks and open space facilities, and government/public buildings. Utilities include electricity, water, sewage, and wastewater services that provide for community functions. Together, capital facilities and utilities are vital assets in the planning of all reservation activities.

Sustainability should be considered when planning for new capital facilities. New roads and pipes tend to encourage development, and so the building of new infrastructure should be carefully considered. Not only does the Tribe need to weigh the capital costs, but the operations and maintenance costs as well. New infrastructure requires ongoing funds and personnel to keep it properly maintained. Public buildings that house community services should be placed near other activities and where the building will be served by public transportation services to increase community access. The capacity of the infrastructure in place should not be exceeded by new development. Projecting the future needs of the community and carefully planning infrastructure to meet those needs without reducing the level of service to an unacceptable amount is necessary.

The majority of capital facilities on the reservation are centrally located in Wellpinit, and provides services for the community. Operations of these services are the responsibility of Tribal government, Bureau of Indian Affairs (BIA), Wellpinit School District, Indian Health Service, Human & Health Services, Spokane Indian Housing Authority, public safety, and motor pool. Avista Utilities provide electrical power to the reservation.

Due to the lack of funding and coordinated planning efforts, capital facilities and utilities continues to be a problem and priority for the Tribe in meeting the needs of the current community and critical planning activities. A Capital Improvement Program should be developed by the Tribe as it can also help prioritize and enable the community to use limited resources wisely and efficiently to maximize funding opportunities for tribal membership and administrators.

Issues and Challenges

Emergency Services

The distance of Two Rivers, West End, and Ford from Wellpinit and nonexistent public safety facilities and services in these areas is one example. There exists a need for better funding mechanisms for emergency services to deal with an increasingly elderly population, and 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. Average response time increases from 15 to 30-45 minutes depending on the weather and road conditions. The lack of unpaid volunteers to man the fire trucks available on the West End and Ford is the second biggest issue when weather or time causes delays.

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. A major overhaul will need to be considered to protect human health, and investments.

Water and Wastewater Systems

There are 14 water storage tanks located in centers and housing developments across the reservation. Rural housing developments, such as individual residences are on well systems for potable water. The communities from several major housing developments on the

Capital Facilities & Utilities

reservation have reported poor water quality as evidenced by the taste, smell, contents (including heavy metals, bacteria, minerals and contaminants), and availability. Currently, the identification of high levels of uranium poses problems for rural living. The Tribe, Spokane Indian Housing Authority, and Indian Health Services needs to implement a testing policy in a Development Code specifically for uranium to protect the safety, health, and welfare of the community. This incident 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 on the reservation have been a repeated issue. There have been several cases of septic spill-overs in largely populated areas which have produced costly health and safety hazards. Upgrades to the Martha Boardman wastewater treatment and disposal system and Wellpinit waste water system are two priority sanitation projects that have been identified. The Wellpinit waste water 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. It is where a large portion of the jobs are located, as well as goods and services. Wellpinit also serves as the hub for the transportation network. It is the location where commercial retail, multi-family housing, and mixed use development makes the most sense, but until capacity can be added to the waste water system, those developments will have to be delayed.

The West End community does not have a sufficient water source to accommodate new wells. There are also issues with septic tank drain fields in the area. The development of a community water and sewer system would likely be needed to accommodate future growth in the area.

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. Since the Tribe does not have the proper facilities or the utilities to handle water, sewage, and wastewater capacities, small and large economic development activities have been directed off-reservation onto tribal trust lands as a result.



EPA Smart Growth Implementation Assistance

EPA Smart Growth Implementation Assistance provided a 2nd technical assistance with Horsley Witten to assess Wellpinit's public water and wastewater systems capacity. Their findings indicated that the current upgrades to the Wellpinit public water system are sufficient to accommodate growth and provide quality potable water. The two lagoons however are at maximum capacity. Their report when made available will provide engineering designs for the construction of another lagoon. This will address the increase of 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 due to Indian Health Service's funding limitations to only serve the current community.

Capital Facilities & Utilities

Community Data:

The overall themes from community meetings identified the need for facilities or services not currently available. These include the following capital facilities and utilities.

Community Data: Overall Capital Facilities Themes

- Wellness center
- Computer facility (public)
- Recycling plant
- Waste to energy plant
- Half-way house
- 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

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



Capital Facilities & Utilities

Sustainable Strategies: **nĕʷulmn ɣʷɪ pentĕ ɣʷɪ heʔyaʔ:**

By planning ahead and using an agreed upon community vision, the STOI Planning Department will be able to determine what the needs are and can:

- Develop a 6 year capital improvement program (CIP).
 - A plan will be inclusive of water, wastewater, sewer, transportation, parks and recreation plans.
 - It will provide a list of assets with conditions, maintenance costs, and monetary value.
 - Helps prioritize decision making and in seeking funding.
- Include “Desired bicycle and pedestrian paths” to the TIP.
- Inventory facilities by year, condition, size, use, ownership, location, worth, level of service, year remodeled/maintained, and funding priority for GIS attribute and mapping.
- Identify funding sources.
- Assure that infrastructure is in place prior to development.
- Coordinate related projects.
- Link capital facility needs with comprehensive plan policies.
- Determine project costs.
- Identify ways to reduce energy costs of construction and duration of building.
- Seek funding options offered by the EPA to create a Sustainable Integrated Waste management Plan (IWMP).
- Develop a sustainable solid waste program.
- Utilize West End and Wellpinit transfer stations and other waste management opportunities with the surrounding region.
- Eliminate solid waste off the reservation.
- Look at recycling options and implement.



Capital Facilities & Utilities

- Seek off-reservation opportunities with the surrounding regions to eliminate waste on-reservation.

Capital Facilities & Utilities

Solid Waste

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 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.





Parks & Recreation

Parks & Recreation

Parks and Recreation

The Spokane Indian Reservation provides a diversity of park and recreational opportunities. The Tribe seeks to continue their efforts of preserving as much of the reservation in its natural state. This sustainable strategy provides for a wealth of opportunities to promote community development activities, health and wellness.

Community Data:

Public comment was gathered as to what the community would like to see on the reservation. They identified the need for:

Community Data: 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
- Development of restaurants
- Other entertainment opportunities

Sustainable Strategies: **nkʷulmn xʷl pentč**

xʷl heʔyač:

- Improve existing parks and provide community identified opportunities.
- Improve Parks that are for tribal members only.
- Increase maintenance and cleanliness needs.
- Provide funding to employ a maintenance and grounds crew.
- Provide picnic, playground, and solid waste management equipment.



Parks & Recreation

In addition to these 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 areas on the reservation. They provided data as well as an inventory of the parks and recreation facilities for decision makers to seek improvement on these sites.

Likes and Dislikes:

“Likes” of Parks and Recreation areas.												
Recreational & Swimming Areas	No Name	Maggie Shoups	Raccoon Cove	Chief Three Mountains	Two Rivers	A Frame	Cornelius	Hidden Beach	Turtle Lake	Rodeo Beach	Columbia River	Pierre Point
Shade	X						X	X	X		X	X
Clean Water	X			X	X	X				X		
Clean Restrooms/outhouse	X		X	X	X							
Enough Garbage Receptacles	X										X	X
A Dock		X							X	X	X	X
A View		X		X			X			X		
A Lot of Camping Space		X	X									
Picnic Areas		X	X							X		X
Sitting Areas					X	X	X	X				
Enough Parking						X					X	X
Boat Launch						X						
Rope Swing							X					
Multiple ways to Get to Beach								X				
Play Ground											X	X
Water Faucets											X	
Sand Beach	X			X	X			X				

Dislikes of Parks and Recreation areas.												
Recreational & Swimming Areas	No Name	Maggie Shoups	Raccoon Cove	Chief Three Mountains	Two Rivers	A Frame	Cornelius	Hidden Beach	Turtle Lake	Rodeo Beach	Columbia River	Pierre Point
No Dock	X							X				
No/Not Enough Restrooms	X					X		X	X			
Dusty Roads	X	X	X	X								
Grounds Need Clean-up		X	X	X	X	X		X	X	X		X
Lack of Shade		X	X		X			X				
Dirty Water							X					
Needs Maintenance	X	X	X						X			
Fire Pits Need Fixing			X	X				X		X	X	
Not Enough Trash Receptacles			X	X		X		X	X			
Steep Roadways			X		X							
Lack/ Not Enough Sitting Areas					X	X	X					
No Sand/ Lack of Beach						X	X	X			X	
A Lot of Bugs	X						X	X				



Next Steps

- Update scheduled for December 2013
- Update Goals, Objectives, and Policies
- Create Capital Facilities & Utilities and Parks & Recreation Goals, Objectives, and Policies

