Sustainable Community Master Plan

The STOI 2012 Comprehensive Plan

DRAFT: SEPTEMBER 26, 2012

“Traditional knowledge is sustainable living.”
Statement from Funding Agency

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

Across every Sustainable Community Master Plan element, we received hundreds of community comments hoping to address social issues. Many of these were not comprehensively addressed in the goals. Social issues and planning efforts can find themselves intertwined and any updates to this document should be inclusive of both. Unfortunately these are beyond the current scope of this plan and should be discussed and incorporated at a later time as the tribe pursues solutions. Seven Generation thinking/planning and traditional knowledge are the sustainable solutions to social issues, economic growth, environmental protection, and social equity.

Maslow Hierarchy of Needs and Motivation Pyramid:

- **Physiological**: air, water, food, sleep, warmth, health.
- **Safety**: peace, physical safety, economic security, comfort, freedom.
- **Belonging**: acceptance, belonging to a group, love, identity, association.
- **Esteem**: prestige, respect, recognition, honor.
- **Self-Actualization**: creativity, philanthropy, wisdom, aesthetics, spirituality.

Cultural Disclaimer

Tribal culture and traditions are sensitive issues. Some areas of traditions are private or sacred to the community. The planning purposes of this document will not define culture to the community, rather the Tribe has the right to incorporate their culture and traditional values as they see fit.
Acknowledgements

The Sustainable Community Master Plan as part of the Sustainable Community Project could not have been completed without the help of all mentioned below. Your assistance is priceless. Lèlm-l-t’s from the Spokane Tribe of Indians and Antithesis Research. Many of you completed surveys, came to meetings, and contributed throughout the project. Below are those whose names were captured throughout plan development, we apologize if you are not recognized below.

Community and Steering Committee Members:


2010 – 2011 Tribal Council:

Greg Abrahamson (Chairman), Mike Spencer (Vice Chairman), Rudy Peone (Secretary), David Wynecoop (Council Member), Rodney Abrahamson (Council Member).
Tribal Departments and Groups:

Executive Leadership Team, Spokane Tribal College, Spokane Tribal Court, Spokane Tribal Law Enforcement, Spokane Tribal Park Rangers, Tribal TANF and 477, Bureau of Indian Affairs, Indian Health Services The David C. Wynecoop Memorial Clinic, Health and Human Services, Spokane Indian Housing Authority, Tribal Historic Preservation Office, Spokane Tribal Language Department, Rawhide Press, Commodities Food Program, Tribal Hatchery, Senior Services, Department of Natural Resources, Tribal Administration, Planning and Economic Development Department, Education Department, Tribal Employment Rights Ordinance, Human Resources, Wellpinit School District, Emergency Medical Services (EMS), Tribal TEAMS (TTEAMS) Committee, Enterprise Board, Roads Department, Transportation Department, West End Youth Center, Ford Youth Center, Wellpinit Youth Center, Spokane Youth Center, (Pauline Stearns Early Learning Center, Spokane Tribal Head Start Program) Early Development and Preschool Departments, The Trading Post, KYRS Thin Air Community Radio Inner Tribal Beat.

All Others:


The Sustainable Community Master Plan was researched and compiled by Antithesis Research Staff.

Scott Radford (Project Manager/GIS Specialist), Filipino Chamisa Radford (Project Manager), Spokane and Pueblo Gloria Bird (Grant Writer), Spokane Joni Wynecoop (Business Development and Executive Assistant), Spokane Richard Knott (Community Liaison), Tlingit Tua Vang (Senior Planner), Hmong Ben Serr (Senior Planner), Estom Yumeka Maidu Ryan Hughes (Planner I) Shawn Brigman (Aboriginal Architect), Spokane Emily Hughes (Economic Development Specialist) Melodi Wynne (Sociologist), Spokane Donner Ellsworth (Community Analytics), Shoshone-Bannock
### Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACS</td>
<td>American Community Survey</td>
</tr>
<tr>
<td>ADA</td>
<td>American Disability Act</td>
</tr>
<tr>
<td>ATNI</td>
<td>Affiliated Tribes of Northwest Indians</td>
</tr>
<tr>
<td>AIAN</td>
<td>American Indian and Alaskan Native</td>
</tr>
<tr>
<td>AMGI</td>
<td>Area Median Gross Income</td>
</tr>
<tr>
<td>AR</td>
<td>Antithesis Research</td>
</tr>
<tr>
<td>ARRA</td>
<td>American Recovery and Reinvestment Act</td>
</tr>
<tr>
<td>ATSDR</td>
<td>Agency for Toxic Substance &amp; Disease Registry</td>
</tr>
<tr>
<td>BIA</td>
<td>Bureau of Indian Affairs</td>
</tr>
<tr>
<td>CEDS</td>
<td>Spokane Tribal Comprehensive Economic Development Strategy 2012</td>
</tr>
<tr>
<td>CREA</td>
<td>Center for Reflection, Education, and Action</td>
</tr>
<tr>
<td>DLCA</td>
<td>Donation Land Claim Act</td>
</tr>
<tr>
<td>DNR</td>
<td>Department of Natural Resource</td>
</tr>
<tr>
<td>EDA</td>
<td>U.S. Economic Development Administration</td>
</tr>
<tr>
<td>ELT</td>
<td>Executive Leadership Team</td>
</tr>
<tr>
<td>EPA</td>
<td>U.S. Environmental Protection Agency</td>
</tr>
<tr>
<td>FHWA</td>
<td>Federal Highway Administration</td>
</tr>
<tr>
<td>FLSA</td>
<td>Federal Labor Standards Act</td>
</tr>
<tr>
<td>FMRs</td>
<td>Fair Market Rents</td>
</tr>
<tr>
<td>FTA</td>
<td>Federal Transit Authority</td>
</tr>
<tr>
<td>GOP’s</td>
<td>Goals, Objectives, and Policies</td>
</tr>
<tr>
<td>HIP</td>
<td>Housing Improvement Program</td>
</tr>
<tr>
<td>HUD</td>
<td>U.S. Department of Housing and Urban Development</td>
</tr>
<tr>
<td>IHS</td>
<td>Indian Health Services</td>
</tr>
<tr>
<td>IRR</td>
<td>Indian Reservation Roads</td>
</tr>
<tr>
<td>ISTEA</td>
<td>Intermodal Surface Transportation Efficiency Act</td>
</tr>
<tr>
<td>LEED</td>
<td>Leadership in Energy and Environmental Design</td>
</tr>
<tr>
<td>MCP</td>
<td>Meaningful Community Participation</td>
</tr>
<tr>
<td>MFI</td>
<td>Median Family Income</td>
</tr>
<tr>
<td>MOU/MOA</td>
<td>Memorandum of Understanding or Agreement</td>
</tr>
<tr>
<td>n=</td>
<td>Number</td>
</tr>
<tr>
<td>NNDF</td>
<td>Northwest Native Development Fund</td>
</tr>
<tr>
<td>NWAF</td>
<td>Northwest Area Foundation</td>
</tr>
<tr>
<td>ONABEN</td>
<td>Oregon Native American Business and Entrepreneurial Network</td>
</tr>
<tr>
<td>OSHC</td>
<td>Office of Sustainable Housing and Communities</td>
</tr>
<tr>
<td>PAFU</td>
<td>Preserve All Future Uses</td>
</tr>
<tr>
<td>SAP</td>
<td>Strategic Action Plan</td>
</tr>
<tr>
<td>SBA</td>
<td>U.S. Small Business Administration</td>
</tr>
<tr>
<td>SAP</td>
<td>Strategic Action Plan</td>
</tr>
<tr>
<td>SCP</td>
<td>Sustainable Community Project</td>
</tr>
<tr>
<td>SCMP</td>
<td>Sustainable Community Master Plan</td>
</tr>
<tr>
<td>SIHA</td>
<td>Spokane Indian Housing Authority</td>
</tr>
<tr>
<td>SIR</td>
<td>Spokane Indian Reservation</td>
</tr>
<tr>
<td>SOW</td>
<td>Scope of Work</td>
</tr>
<tr>
<td>Acronym</td>
<td>Full Form</td>
</tr>
<tr>
<td>---------</td>
<td>-----------</td>
</tr>
<tr>
<td>STBC</td>
<td>Spokane Tribal Business Council</td>
</tr>
<tr>
<td>STEP</td>
<td>Spokane Tribal Economic Project</td>
</tr>
<tr>
<td>STOI</td>
<td>Spokane Tribe of Indians</td>
</tr>
<tr>
<td>TANF</td>
<td>Temporary Assistance for Needy Families</td>
</tr>
<tr>
<td>TEB</td>
<td>Tribal Enterprise Board</td>
</tr>
<tr>
<td>TIP</td>
<td>Transportation Improvement Program</td>
</tr>
<tr>
<td>TOD</td>
<td>Transit Oriented Design</td>
</tr>
<tr>
<td>TOSHA</td>
<td>Tribal Occupational Safety Health Administration</td>
</tr>
<tr>
<td>TP</td>
<td>Transportation Plans</td>
</tr>
<tr>
<td>ULI</td>
<td>Urban Land Institute</td>
</tr>
<tr>
<td>USDA</td>
<td>U.S. Department of Agriculture</td>
</tr>
<tr>
<td>WSDOT</td>
<td>Washington State Department of Transportation</td>
</tr>
<tr>
<td>WTTC</td>
<td>World Travel Tourism Commission</td>
</tr>
</tbody>
</table>
# Table of Contents

Statement from Funding Agency ........................................................................................................ i

Approving Resolution ......................................................................................................................... ii

Abstract ........................................................................................................................................... iii

Cultural Disclaimer ............................................................................................................................ iii

Acknowledgements ............................................................................................................................. iv

Acronyms ........................................................................................................................................... vi

Table of Contents ............................................................................................................................... viii

INTRODUCTION ................................................................................................................................. 1

1.0 Sustainability ................................................................................................................................. 2

1.1 Purpose of a Comprehensive Plan ............................................................................................... 4

1.2 Meaningful Community Participation / Public Participation Process .......................................... 6

1.3 History of the Spokane Tribe ......................................................................................................... 12

1.4 Background Data ......................................................................................................................... 14

1.5 Declaration of Sovereignty .......................................................................................................... 17

1.6 Overall Vision .............................................................................................................................. 19

1.7 Community Vision and Profile .................................................................................................... 21

LAND USE ......................................................................................................................................... 27

2.0 Executive Summary ...................................................................................................................... 28

2.1 History of Spokane Lands ........................................................................................................... 37

2.2 Existing Plans .............................................................................................................................. 39

2.3 Community Participation ............................................................................................................ 41

2.4 Sustainable Strategies ................................................................................................................ 42

2.5 Goals, Objectives, and Policies .................................................................................................. 45

2.6 Collaborators .............................................................................................................................. 47

2.7 Further Planning Steps ................................................................................................................. 48
INTRODUCTION

*From 100 Years of Survival to a Millennium of Prosperity*

*2012 Spokane Tribal Council*

Pictured Left to Right

Gene "Bear" Hughes - Council Member
Rudy Peone - Chairman
Rodney Abrahamson - Vice-Chairman
Matt Wynne - Secretary
Greg Abrahamson - Council Member
1.0 Sustainability

What is “sustainable design”, “sustainable living”, or “sustainable planning”? Perhaps many urban and regional planners would cite the 1987 Brundtland Commission report titled Our Common Future (The United Nations World Commission on Environment and Developments Report), as the first source of definitions and implementation ideas on the concept of sustainable design, all of which is heavily rooted in environmental stewardship. In essence the report states that "sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs". The report was also responsible for developing three central actionable concepts from the report which are: Environmental Protection, Economic Growth, and Social Equality. Most Native Americans would immediately recognize these principles as “Seven Generations” concepts that are part of many North American tribal traditions including the Spokane. Seven Generation thinking is an ecological concept that urges the current generation to live sustainably and work for the benefit of future generations, and decide if what we are doing today will negatively impact those who will be alive several hundred years from now.

Other useable definitions of sustainability:

"Sustainable means using methods, systems and materials that won't deplete resources or harm natural cycles" (Rosenbaum 1993).

Sustainability "identifies a concept and attitude in development that looks at a site's natural land, water, and energy resources as integral aspects of the development" (Vieira 1993).

"Sustainability integrates natural systems with human patterns and celebrates continuity, uniqueness and place making" (Early 1993).

So what is the definition of sustainability? It’s all of the above. Sustainable living is nothing more than traditional Spokane knowledge, a tool kit that has not been used since the creation of the reservation. It’s important to note however that these concepts are rooted in a larger more umbrella-like-social decision making structure that tribes have relied upon for millennia; we refer to that system here as Resilience Theory following the work of university based ecologists, which mimics traditional ecological theory and philosophy passed down by our elders.

Resilience is the capacity of a complex structured system such as a tribe or a forest to survive, grow, adjust, and thrive in the face of unforeseen change and catastrophic events, such as colonial contact, placement onto a reservation, or natural disasters (Holling 1996). Resilience is a common feature of structured systems and includes the organization of tribes, companies, cities, and our ecosystem. Resilient systems expand and contract with variable cycles of growth, accumulation, crisis, and renewal often creating different configurations. Regardless of the configuration type, a resilient social (or ecological) system resists disorder and the unexpected by accepting and planning for episodic catastrophes, crisis, and abundance. Resilience then is about incorporating
both strategy and design concepts into the decision making process for social, economic, and natural systems, so that we do not become a victim or “trapped” in the very system we created, live in, or had thrust upon us. These traps are known as Rigidity and Poverty Traps. Gunderson and Holling (2002) define Rigidity Traps as a situation in which people and institutions resist change, new ideas, or even traditions, and continue down a prescribed path despite the recognition that change (or a tradition) can have beneficial outcomes. Ultimately the constraints placed on flexibility and experimentation to find solutions reduces the systems (i.e. communities) ability to respond to new problems or opportunities. A Poverty Trap is a persistent social system where poverty prevails, and is systematized by an absence of options to deal with problems and is locked into a persistent degraded condition (Bowles et al 2006).

Resilience theory tells us traditional ideas of sustainability (reducing our carbon footprint, recycling, restoring habitat) aren’t going to buy us a stable, manageable future. Instead, we need to embrace the reality of continuous, unpredictable future change, and look for ways we can adapt to survive the irreversible changes we’ve already made or that will occur. This includes increasing the tribal capacity to allow membership to make real social and economic decisions for themselves outside of the prescribed constructs inherent in the reservation system: such as our familiar rigidity and poverty traps.
1.1 Purpose of a Comprehensive Plan

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

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

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

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

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.

• Identifies the means by which members of the public shape their community’s future.
1.2 Meaningful Community Participation / Public Participation Process

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

- Bottom up participation process (listening)
- Identify and remove barriers
- Provide planning strategies on how to include all community members
- Provide feedback and share results with community and all levels of government

Meaningful Community Participation (MCP) according to the United States Department of Agriculture (USDA) “is critical to community success” (2003:3). Communities that participate “achieve more results, more rapidly, and with greater benefit to the community as a whole [with] higher levels of success in attracting the resources needed to implement their plans” (USDA 2000:3, 6). It was in this spirit that Antithesis Research (AR) and the Tribe sought funding to create the Sustainable Community Project (hereafter referred to as ‘the project’ or SCP) by getting community input to define MCP in the planning process. Public participation consisted of input from community meeting attendees, MCP survey responders, and Tribal leadership during the spring of 2011. This was a circular process that began with survey formulation and continued through a feedback loop to insure that community ideas were truly heard, understood, honored and synthesized, which was a primary goal of the project and also emerged as a theme from community input (Antithesis Research 2011:3).

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

AR staff qualitatively analyzed the survey results using Grounded Theory as a guide to let themes emerge from the data to define MCP (Creswell 2007:62:68). Reliability of the emergent themes was checked by one of the project planners. Throughout this part of defining MCP the entire team remained immersed in the results, sharing thoughts and insights, and collectively processing the information provided by the community. Given the circular nature of this process in gathering community input, additional information was taken from later SCP community surveys and listening events, which provided a deeper understanding of MCP in this setting.

The most represented responses from survey results (Antithesis Research 2011:3) revealed the following emergent themes (numbers in brackets represent the number of responses attributed to the theme; totals are shown in bolded font; quotes in this
section come from a summary reported in *The Sustainable Community Newsletter* 2011:3):

- Tribal programs would benefit from MCP \([n=100]\).

- Participation becomes meaningful when the “community is involved in discussion[s] and input [they] are listened to” \([n=52]\), when projects are in the implementation stage \([n=21]\), plus “input is listened to” (i.e. heard and acted upon) \([n=14]\), and “when ideas from the community are used” \([n=10]\) – equaled 97 total comments.

- MCP should be culturally relevant \([n=66]\), but culture does not need to be included in every project \([n=21]\); conversely, “cultural relevance is not important” \([n=10]\).

- MCP should be measured by percentages of community involvement in the planning process \([n=33]\), and by the feedback given according to planning topics \([n=25]\) – equaled 58 total comments.

- MCP means that “as much of the community participates as possible and includes all demographics” \([n=39]\), plus “everybody . . . is involved” \([n=11]\) – equaled 50 total comments.

Barriers to MCP were identified as:

- “Non-participation of community members” \([n=53]\), plus “lack of participation from the community” \([n=31]\), and “people not interested in . . . the planning process” \((n=20)\) – equaled 104 total comments.

- “Lack of fiscal and human resources” \([n=46]\).

- Lack of communication “the people’s voice is not heard” \([n=28]\).

- Difficulty in the community reaching agreement on issues \([n=11]\).

- “No clear vision” \([n=9]\).

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

MCP themes were presented back to the community at subsequent community meetings, published in the Rawhide Press (June 2011:3,13,15), Antithesis Research community newsletters, and shared with the STBC and ELT. The project team’s understanding of the survey results were thus confirmed or adjusted according to the feedback received. This feedback loop remains open providing continual definition of MCP as new knowledge is shared between the project, the community and the Tribe. This circular process aligns the SCP with indigenous research methodology (Smith 1999:15).

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

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

**Community Meetings**

Pros: These opportunities provided for direct interaction, information and data gathering. People could share their ideas. Antithesis Research staff was able to meet community members and promptly answer their questions about the project.

Cons: Low attendance numbers. The initial meetings deviated from topic and focused on existing social problems and political issues. Cost outweighed the benefit of regular planning meetings.

**Family Meetings**

Pros: Safe and trusting environment to share ideas and concerns. It provided opportunity for Antithesis Research staff to meet community members in an informal environment while allowing staff to gain knowledge of reservation life. Participants from family meetings further participated in future planning activities.

Cons: A number of individuals volunteered their families for participation but only one family followed through with a meeting. Cost of food and facilitation was expensive. Too time consuming to address all families on the reservation.
Surveys

Pros: Surveys allowed for qualitative and quantitative data. Allowed people to be anonymous. Mailed surveys covered a wider range of demographics on- and off-reservation. Surveys could be created a variety of ways to obtain specific information.

Cons: Not as personable. High cost of postage for sending and returning. Not all surveys were returned even with self-addressed stamp envelopes provided. The difficulty of obtaining tribal membership contact information restricted mailing opportunities. Cost and time of preparing, analyzing, and distributing. Trial and error process to creating a useful survey to gather sufficient data. Participation rates vary depending on community interest of subject. Community tired of repeated survey taking. Elders prefer not to take surveys, would rather have face to face time or communicate as part of a group.

Spokane Tribal Youth Workers

Pros: Youth workers are members of the community. Community members were more responsive to the youth workers. No cost to the project. Information gathering involved youth into the planning process and expanded their experience. Opportunity to produce a project video called “Youth for Sustainable Housing” (Youth for a Sustainable Future 2011).

Cons: Lack of expertise in topics. Required additional time from Antithesis Research staff to supervise.

Community Members as Sustainable Community Project Staff

Pros: Increased participation rates. Knowledgeable about the community, administration, and reservation. Direct access to tribal leaders, departments, and organizations.

Cons: Limited amount of community staff members.

Electronic Media

Pros: This type of media was inexpensive. Website blog provided project information and updates. Email blast allowed unlimited information sharing and survey distribution. Radio interviews reached a regional audience. Facebook was a popular social media option for reaching all demographics. Spokane Tribe of Indians and Wellpinit High School provided website links to Antithesis Research sites and information.

Cons: Time needed to dedicate for updating and coordination. No face-to-face time. No staff budget and project funding available to update. Lack of response and interaction
from community. Many community members do not have the access to reliable internet and computers.

**Brochures / Newsletters**

Pros: An alternative to both electronic information and tribal newspaper. Release of information and content was internally controlled.

Cons: Expensive to produce. Unreliable distribution method.

**Rawhide Newspaper**

Pros: Free source. Distributed to all tribal membership (on- and off-reservation).

Cons: Monthly distribution hindered timely updates. Free distribution to tribal members did not reach the whole reservation community.

**Raffles**

Pros: Creates an incentive for participation. Culturally appropriate.

Cons: No significant increase of participation. Decrease in quality of responses.

**Food**

Pros: Provides attractions to events. Culturally appropriate. Face to face interactions.

Cons: Cost and time to prepare. People may not have time to eat and provide input.

**Community Events**

Pros: High attendance and participation rates. Great for reaching the reservation community. Face to face interaction.

Cons: Events did not always correspond with project timeline. Off-reservation events did not have high attendance by tribal members.

**Community Days**

Pros: Brought back an annual community event suggested through MCP feedback. Provided opportunity for a non-traditional planning method. High attendance by all ages groups. Well-received by the community and request to repeat event annually. Collaboration of many tribal departments. Allowed staff to interact with community.
Cons: Lost opportunities to survey participants after meal was served. High cost of planning event.

**Open House**

Pros: These opportunities provided for direct interaction, information and data gathering. People could share their ideas. Antithesis Research staff was able to meet community members and promptly answer their questions about the project. Food as an incentive. Better attendance than typical planning meetings.

Cons: Cost to prepare. Limited size of facility.

**Listening Posts**

Pros: High response rates. These opportunities provided for direct interaction, information and data gathering. People could share their ideas. Antithesis Research staff was able to meet community members and promptly answer their questions about the project.

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

**Telephone**

Pros: Continued direct interaction with community and follow-up notification of upcoming events.

Cons: Not everyone wanted to be contacted by phone. Limited responses of reaching and continued participation. Time consuming.

Overall our efforts were successful in obtaining community information consistently from 8 to 12 per cent of the population. We found that a variety of techniques were required to reach all segments of the population. Strategies still need to be identified and developed to reach the off-reservation population. Door to door solicitation was suggested as a means of gathering information, but would be too costly due to the rural nature of the community.
1.3 History of the Spokane Tribe

The traditional Spokane homelands extended along the Spokane River from present day City of Spokane east to the Idaho border and west to the confluence of the Spokane and Columbia Rivers, and south to Cow Creek near present-day Ritzville. The pre-Columbian population is estimated as being anywhere from 2,000 to 6,000 individuals. Although numerous sources indicate several bands of Spokane the general consensus is the recognition of three macro groups designated as the Upper, Middle and Lower Spokane based on their geographic location along the Spokane River (Ross 2011).

The Spokane lived in small villages made up of bands, which were grouped into three divisions along the Spokane River. The 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 Middle Spokane occupied the area around Hangman or Latah Creek and other areas. Their territory bordered the Coeur d’Alene to the south, and extended east to Idaho. The Upper Spokane lived primarily along the Little Spokane River. They occupied the region from the mouth of 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, Lake, 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 meet 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.
1.4 Background Data

Population

Population is a primary indicator of how the development of growth and services should be managed. Historical population data is a useful tool in projecting the demand on these activities and the comprehensive elements of the Sustainable Community Master Plan (SCMP). Table 1.4.1 displays the decennial populations for the Spokane Tribal membership and Spokane Indian Reservation (SIR). The Spokane Tribal Employment Rights Ordinance Department reported 2,712 tribally enrolled members in the 2011 fiscal year, with only 1,406 of these individuals living on the reservation showing a bifurcated population. The 2010 U.S. Census reported a 79.3 percent American Indian and Alaskan Native population on the reservation.

Table 1.4.1 Historical tribal enrollment and total reservation population.

<table>
<thead>
<tr>
<th>Year</th>
<th>Tribal Membership</th>
<th>Spokane Indian Reservation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950</td>
<td>979</td>
<td>743</td>
</tr>
<tr>
<td>1960</td>
<td>1,357</td>
<td>751</td>
</tr>
<tr>
<td>1970</td>
<td>1,672</td>
<td>689</td>
</tr>
<tr>
<td>1980</td>
<td>1,980</td>
<td>1,475</td>
</tr>
<tr>
<td>1990</td>
<td>2,118</td>
<td>1,502</td>
</tr>
<tr>
<td>2000</td>
<td>2,257</td>
<td>2,004</td>
</tr>
<tr>
<td>2010</td>
<td>2,696</td>
<td>2,094</td>
</tr>
<tr>
<td>2011</td>
<td>2,712</td>
<td></td>
</tr>
</tbody>
</table>


The overall focus of the Sustainable Community Master Plan is Seven Generation planning. However; to achieve manageable short-term planning results within the comprehensive plan, Figure 1.4.1 is a 30 year projection of the Spokane Indian Reservation population. This figure was created using 1950 to 2010 U.S. Census Bureau historical population data.
Introduction

STOI 2012 Comprehensive Plan

Economy

The Spokane have been slowly diversifying their industries to meet the employment demands of the Tribal community. However, without a sustainable and local economy, the Tribe is without a reliable revenue source. The Tribe continues to lose local dollars through “leakage” to other communities and will continue to do so until the Tribe develops a sustainable local economy. The logging industry which the Tribe has relied on as the foundation of their economy is in decline. Government and service sector jobs are the largest employers and have grown to over 400 employees as reported by the Tribal Employment Rights Office (Personal communication 2012). The current unemployment rate of 56 percent can be attributed to the lack of on-reservation employment opportunities and transportation challenges to seek off-reservation employment. Regional economic development efforts such as the Tribe’s casinos and fueling stations are also facing challenges. According to Mike Spencer, Spokane Tribal Business Council Vice Chairman (March 2012) stated that “casino yearly revenues have significantly decreased from $30 million to $5 million due to the local competition” (Personal communication).

The creation of the Tribal Enterprise Board (TEB) in 2006 is a positive step for economic sustainability. The board is charged with promoting economic development activities, attracting industries, and generating revenue. Since on-reservation facilities and utilities such as water and sewer do not have the capacity to support large
economic development activities, the Spokane Tribal Economic Project (STEP) is the most current Tribal project which seeks to achieve economic diversity off the reservation. However, available employment opportunities off-reservation will continue to be a barrier for those without reliable transportation or access to public transportation as the drive is greater than 30 minutes under ideal conditions.

**Land**

The reservation originally consisted of 154,602.57 acres when it was established in 1881. Today, the Spokane Indian Reservation consists of 157,934 acres with an additional 300 acres of aboriginal, off-reservation, and tribal trust land (Mistequa and West Plains Development). Fee Simple lands on the reservation total 15,139 acres. The reservation has limited developable land due to environmentally and culturally sensitive areas; including rocky terrain, steep slopes and wetlands. According to Rudy Peone, Spokane Tribal Business Council member (December 2011), the Tribe will continue its efforts to reacquire ancestral homelands and expand land ownership for development activities (Personal communication).

The use of tribal land is guided by the Tribe’s Department of Natural Resource’s Integrated Resource Management Plan 2004-2014 (IRMP). An interdisciplinary team of Tribal Departments were enlisted to lead the efforts to maintain the integrity of the plan and land use decision making. The “Preferred Alternative” for land use is the “Preserve All Future Uses” with “Performance-Based Management” adopted by Tribal Council through a 2008 Integrated Resource Management Plan (IRMP) Final Environmental Impact Statement (AESE 2008). This alternative seeks to promote sustainable practices within the overall goal of preserving the land for cultural and natural resources. The IRMP (2008) future land use map designated “restricted” and “non-restricted” areas for a housing “short list” and commercial development (STOI:9:99).

The Spokane Tribe of Indians 2004 Draft Comprehensive Plan further promotes incorporating sustainable land use practices by designating ‘economic development zoning areas’ in developed areas on the reservation. These include tourist, commercial, industrial, residential, and government zones. However, without suitable land, facilities, and water; large economic development activities have been directed to off-reservation Tribal trust lands.
1.5 Declaration of Sovereignty

The Spokane Tribe has always been a sovereign nation. The Spokane Indian Reservation was created through an Executive Order signed on January 18, 1881. As a result of the Indian Reorganization Act of 1934, the Constitution of the Spokane Tribe-Spokane Reservation was ratified by referendum on May 12, 1951. The constitution recognized and strengthened the Tribe’s sovereign authority in which they have always upheld. The Tribe’s sovereign rights extend beyond managing their own affairs, rights, land, tribal membership, and governing body as listed in the constitution.

The constitution originally established a three member Tribal Business Council (TBC) which was 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. The Tribal Enterprise Board was created to foster economic development activities to provide tribal members with job opportunities and funding for much needed tribal programs. According to Mary Verner, Tribal Enterprise Board CEO, the Tribal Enterprises operates fourteen different lines of business employing approximately 135 individuals at retail stores, gas stations, an auto repair facility, a credit lending agency, a resort with an entertainment venue, RV park and cabins, marina and houseboats, a farm, a full-service environmental laboratory and drug-testing lab, and has received Tribal 8(a) Small Business Administration certified entity for government contracting. There are several opportunities that are being developed with an emphasis on sustainable businesses including clean energy and associated manufacturing (Personal communication 2012).

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) responsibilities, except Realty, to manage their own affairs as the Tribe sees fit. The Spokane are working towards self-governance to increase their control over federal programs. So far, the Indian Reservation Roads Program (IRR) has successfully negotiated a government-to-government contract.

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 Powwow and Culture Week are held every year to bring the community together and educate the youth. Community Days and Mourning Dove are more recent events that have been re-established to the Tribe’s yearly calendar in celebration of the Tribe’s traditions and culture.

The Spokane Tribal homeland, Figure 1.5.1, establishes the usual and accustomed areas of the Spokane Tribe of Indians. This provides flexible planning for off-reservation activities and potential expansion outside reservation boundaries. These areas are not limited to tribal water, hunting, and fishing rights.
Figure 1.5.1 Spokane Tribal Homelands.
1.6 Overall Vision

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

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

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

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

Therefore, through the SCMP planning process, it became apparent that HUD’s 6 Livability Principles are “traditional knowledge”. As mentioned previously, Seven Generation planning employs traditional knowledge and the Spokane have established guiding sustainable principles from this knowledge. The HUD 6 livability principles were redefined in culturally appropriate or useful terms as it applies to the Tribe. Based on agreement from Tribal representation, here are the principles redefined for this plan.

1) The Tribe has always been mobile.

   Develop safe, reliable, and economical transportation choices to decrease household transportation costs, improve the walkability of communities, and connect tribal members with social, economic, educational, and medical opportunities located on and off the reservation.

2) Meet Spokane housing demands and values.
Create culturally relevant housing that meets the unique needs of the Spokane Tribe so that all members have access to affordable, energy efficient, and durable housing.

3) **The Tribe will redevelop a diverse economy.**

Support our local communities first. Improve economic competitiveness by investing in tribal member training, education, and access to employment centers. This could include the creation of a business friendly environment (tribal and non-tribal) that promotes entrepreneurship and attracts outside investors.

4) **Create dynamic and healthy communities.**

Use available resources and funding to create visibly appealing tribal communities on and off the reservation by reducing energy/transportation costs, improving public services, and protecting the environment to include cultural and natural resources for today and generations to come.

5) **Work together as a community.**

Remove barriers between community and government relations to promote collaboration in achieving the cultural, spiritual, and domestic needs of our people.

6) **Create pride and respect for where we live.**

Enhance the unique characteristics of the Spokane Indian Reservation by investing in clean, healthy, safe, and walkable communities throughout the reservation.

Future projects will be defined and supported by the tribal membership. These projects will be centered around Spokane Tribal Culture, promoting a healthy community, healthy built environment, promoting alternative energies, preserving natural areas and traditional ways of life, promoting on-reservation employment opportunities, developing in areas that have not already exceeded their capacity, and a concentration on preserving, updating and maintaining existing infrastructure, particularly water and waste water systems.
1.7 Community Vision and Profile

The purpose of this section is to present a Community Vision to guide the Sustainable Community Master Plan. This section also profiles the issues and resources identified by the community. Background information provides community leaders and planners a foundation to create plans for the future of the community around the comprehensive elements of land use, transportation, capital facilities and utilities, economic development, housing, and parks, recreation and tourism. The economic and population community profile information can be found in Section 1.4 Background Data.

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

Issues and Resources

The 1,400 comments gathered during the community input process were used to create a salmon shaped “word cloud” that demonstrated community members responses (see Appendix B). Figure 1.7.1 “word cloud” visually represents community issues, concerns and resources as identified by the community. Identification of community issues and resources creates a foundation from which leaders and planners can consider immediate and future directions in their service to the community.

Figure 1.7.1 Salmon Word Cloud created from community vision data. The larger the word appears, the more frequently it was brought up by the community. Note that “Drugs” and “Alcohol” were among the communities top concerns brought out in our visioning process.
The comments about drugs, alcohol and the need for jobs, represent major issues identified by the community. Comments reflected in the remaining words are representative of both resources and issues. In other words, statements related to the sense of community, people within the community and many other statements identified both issues and resources. For example, comments such as “tight-knit community, almost like a family” and “lack of community” and “all the negativity!!” would identify people and a sense of community as both a strength/resource and as an issue. Many of the minor comments represented by the smaller text size in the diagram are easily categorized as either resources or issues. For instance, ‘garbage’ and ‘littering’ would naturally be categorized as issues, and ‘love’ and ‘peaceful’ would be resources. Complete community input data can be found in Appendix B.

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

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

Community Vision

The vision statement for the Sustainable Community Project (SCP) was developed to help guide the planning process through other planning elements. Vision statement development included community input and sessions with the Executive Leadership Team (ELT) and Spokane Tribal Business Council (STBC). A second salmon shaped “word cloud” was created from the Spokane Tribal Vision Statement and the vision statements from the 2004 - 2014 Integrated Resource Management Plan and the 2004 Draft Spokane Tribe of Indians Comprehensive Plan in order to compare reoccurring
themes to provide continuity and reflect the voices of Tribal leadership in the creation of the SCP Vision Statement (see Figure 1.7.2). In a “word cloud” “Greater prominence is given to words that appear more frequently in the [original] text” (http://www.tagxedo.com), which explains why ‘community’ is bigger than ‘development’ for example.

Figure 1.7.2 Salmon Word Cloud created from existing tribal vision and mission statements. The larger the word appears, the more frequently it was brought up by the community. Note that “Community” and “Culture” were among the departments top concerns.

An overall community vision statement was drafted in November 2011 in collaboration with an ad hoc steering committee made up of interested tribal community members. The final vision statement for the SCMP is:

Vision Statement of the Sustainable Community Master Plan:

“The vision of the Sustainable Community Master Plan is to support our tribal community in attaining a desirable quality of life; to include our traditional homelands and promote a clean, healthy, safe, drug- and alcohol-free environment for our people. This will be accomplished through sustainable and culturally relevant practices that include 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 tribal community and future generations.”

Culture and Language

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

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

Conventional western planning language was not found to be easily reconciled with the structure of the Spokane language. Therefore as tribal planners, a redefinition of the HUD’s 6 Livability Principles was rewritten to reflect Tribal values (See pages 25-26 above). A recommendation as the SCMP moves forward is that as language recovery continues to progress it will inform and infiltrate the written and dialogued plan for the future of this community.

**Drugs and Alcohol**

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

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

**Reduction of Low Income Housing Concentration**

The topic of reducing concentrations of low income housing on the reservation is an important consideration in the community profile and vision because the community somewhat attributed drug and alcohol issues to low income housing concentrations. Concentrated low income housing has been associated with negative outcomes in urban settings (Schill & Wachter 1995:1285); however, information regarding the impacts of concentrated low income housing in rural communities is not as easily identified. Community members perceive at least one housing cluster on the reservation as problematic because they understand it to be concentrated low income housing.
Mixed income housing clusters is one way to reduce low income housing concentrations. Another way to reduce the impact of low income housing concentrations is the implementation of maintenance policies that help maintain neighborhoods.

**Food**

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

**Recycling**

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

**Community Vision and Profile Deficiencies**

The vision and profile of the Spokane Tribe of Indians (STOI) Sustainable Community Master Plan (SCMP) would be complete if community education regarding the planning elements preceded the gathering of community input. The community should first receive information about the planning elements, what each mean in a planning context, and what alternatives would be available to better meet the needs as expressed by the community.

A community profile normally includes economic statistics and population demographics. However, this SCMP separated the sections that supply economic and demographic information (see Appendix I for The Spokane Tribe of Indians: A Socio-Economic Profile) from community issues, concerns and resources.

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

The community’s issues and resources were determined using comments collected from community input in answer to a list of questions. Community comments were collected at listening post activities throughout the community. The quality of the
comments gathered was commendable. However, for future community input, consider first going to cultural community informants (i.e. elders) to plan the most effective approach given time, place, history and context of the community and Tribe. Additionally, rigorous analyses of the comments may provide further insight into the community’s strengths, issues, perceptions and possible solutions to planning problems or dilemmas. Rigorous data analyses and a full literature review could reveal solutions regarding meaning of community issues and points of entry for resources in planning projects. This valuable community information might also benefit social service programs in the community if a data sharing agreement could be reached.

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

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

Preserving open space to protect our way of life.
2.0 Executive Summary

The Integrated Resource Management Plan is the overall governing land use policy of the Tribe. It provides a wealth of natural resource based knowledge and recognizes the importance of preserving the environment for future generations. A land use inventory map overlay of the reservation’s natural resource has identified “restricted” and “non-restricted” areas for housing and commercial development (see Figure 2.0.1-2.0.8). The preferred land use alternative for these developable areas is referred to as the “Preserved for All Future Uses” (PAFU). This alternative was adopted by Spokane Tribal Resolution 2008-322 on April 29, 2008 (STOI 2008). This document has also identified a future housing “short list” which provides nine possible on-reservation housing cluster sites (STOI 2008:98). These “Short List” areas have many homes. This list follows the sustainable planning strategies of infill, which is to allow development in empty parcels of developed areas and where services are provided. Mixed-use development is another sustainable land use strategy to develop new, a reuse and/or revitalization of older buildings in developed areas that are inclusive of residential, employment, and service opportunities. However, the community has expressed a need for off-reservation housing (see Appendix B). Together, infill and mix-use strategies can eliminate the further disturbance of natural areas, decrease acre consumption, increase public transportation ridership, and lend itself walkable communities.

The Tribe’s Draft Comprehensive Plan (2004) identified designated economic development zones such as tourist, commercial, residential, industrial, housing, and government within developed areas and centers on the reservation. However, the IRMP (2008) directs large economic development activities off-reservation until sufficient water, sewage, waste facilities and utilities are available to support these operations (STOI 2008:8). The IRMP committee determined that if developed land is not being used for its designated purpose, the land will be permitted to a “higher use such as near-natural or near pre-European contact conditions” (STOI 2008:11).

The land use element of the SCMP seeks to integrate and promote the sustainable land use goals of the tribe’s existing plans, community input and Seven Generation planning. The themes derived from these sources were used in the creation of the land use element goals, objectives, and policies to assure that coordinated decisions are made that promote the preservation of natural resources and that community needs are being met.
Figure 2.0.1 Spokane Indian Reservation overlapping land use.
Figure 2.0.2 Current land use and restricted areas.
Figure 2.0.3 Natural resource land use.
Figure 2.0.4 Community use areas.
Figure 2.0.5 Former uranium mining and brownfield areas (need to identify).
Figure 2.0.6 Tribal trust land use areas off-reservation.
Figure 2.0.7 2004 draft economic development zones.
Figure 2.0.8 Future land use.
2.1 History of Spokane Lands

The aboriginal lands occupied by the Spokane bands were located in Eastern Washington and Northern Idaho. The lands along the Spokane River and surrounding areas encompassed about three million acres. The land use patterns of the Tribe corresponded with seasonal migration patterns to seek food, shelter, and community.

Land use patterns changed for the Spokane bands in 1850, when the U.S. Congress passed the Donation Land Claim Act (DLCA) and opened Indian lands for non-Indian settlement in the Oregon Territory. In 1872, President Grant through an executive order, created the first Spokane Indian Reservation from Spokane/Little Spokane Rivers north to the Canadian border (49th parallel), from the Columbia River east to the Pend Oreilles River and the 117th Meridian to restrict the movement of several tribes (Grant 1994:1-9). A second order was issued on July 2, 1872 to establish what is currently known as the Colville Indian Reservation today on the opposite side of the Columbia River. Several Spokane responded to the dislocation by turning to farming for subsistence (Grant 1994:2-7).

By 1880, traditional tribal land use patterns had been destroyed. The persistent overharvesting by the lower Columbia salmon canneries depleted the salmon availability upstream to the Spokane River (Grant 1994:2-5). On January 18, 1881, President Rutherford B. Hayes issued an executive order establishing 154,602.57 acres of land for the Spokane Indian Reservation. The reservation lacked the agricultural land to implement the small-farm economies envisioned by federal Indian policy (Grant 1994:2-7). The General Allotment Act of 1887 or Dawes Act allowed for non-Indian settlement on reservation land further exacerbating social, economic, and political hardship on the Tribe (Grant 1994:2-10).

On March 18, 1887, the Upper and Middle bands of the Spokane Indians entered into an agreement with the United States ceding title to their aboriginal lands and many moved into the Coeur d'Alene Reservation in Idaho and the Spokane Indian Reservation. The Upper and Middle Spokane bands refused to move to the reservation until 1893 when agreements were made to allow them to maintain their indigenous band identities and remain on unallotted lands on the Spokane Indian Reservation. In 1902, Congress directed the Secretary of the Interior to allot land to individual Spokane Indians. The allotment process began in 1906 with 651 allotments. The acres of land for allotment included 80 acre tracts for farmland; 120 acres for mixed agriculture and grazing; 160 acres for grazing and timber which totaled 64,749.48 acres (Wynecoop 1969: 35). That year, the Secretary of the Interior reduced the Spokane Tribal land rights and approved the sale of water rights on the north and south bank of the area known as Little Falls to David Wilson which was later resold to Washington Water Power (Wynecoop 1969:35). The Washington Water Power Little Falls Dam was completed in 1910 and terminated salmon and other fish passage beyond this point (Avista 2012).

Failed agriculture farms on the Spokane Indian Reservation forced the Spokane to seek alternative economic uses of the available natural resources. In 1908, the Spokane
Land Use

STOI 2012 Comprehensive Plan

voted to sell thousands of forest acres which covered over half of the reservation and unallotted surplus agricultural lands to the United States. Instead, Congress rejected the sale and kept the forested land for the Tribe under the supervision of the Secretary of the Interior. While the rest of the region was participating in the booming timber industry to support the construction of the railroads and the City of Spokane, the Dead and Down Act of 1889 kept the Spokane Indians from commercially harvesting their timber (Grant 1994:2-17). That same year, the Department of Interior provided funds to the Tribe to create a forest management program under the supervision of the U.S. Forest Service. Their first timber sale did not occur until April, 12, 1918 at the Ford Unit (Wynecoop 1969:39). The timber industry became the primary land use and economic foundation of the Tribe for many years.

The discovery of uranium deposits on the reservation led to the establishment of the Midnite Mine in 1954 and Sherwood Mine in 1976, which provided economic land use opportunities for the Tribe. All uranium mining operations came to an end in 1982 (Ernst 2012:5). The Sherwood Mine cleanup concluded in 1996 and the Midnite Mine became listed as a superfund site in 2000 which is scheduled for cleanup starting in 2014.

The unsustainable land use practices of uranium mining have destroyed natural areas, polluted surrounding areas, and caused ongoing cultural, social, health, and environmental issues. The Environmental Protection Agency (EPA) has determined that the mining operations of the Midnite Mine have contaminated groundwater, seeps, and surface water which drain into Blue Creek and flows into Lake Roosevelt further polluting downriver and associated wetlands (EPA 1999). Uranium mining practices have also been linked to the reservation population health, such as cancer related issues and death (Kramer 2011). The EPA (2011) is working with the Tribe on identifying these areas for remediation. The Tribal Business Council has stressed the importance that these areas and other brownfields should be listed on the SCMP land use map. Further studies by the Agency for Toxic Substances & Disease Registry (ATSDR) has further indicated that the environmental impacts from uranium mining has adverse effects on cultural uses of land for sweat lodges and food gathering (ATSDR 2010).

Today, the Spokane Indian Reservation has expanded their landholding to approximately 159,000 acres (Spokane Tribe of Indians 2012). The Tribe’s land use goal seeks to protect and preserve cultural and natural resources. Forested lands account for 108,874 acres. Non-traditional agricultural lands consist of 8,552 acres and approximately 2,000 tribally owned acres of irrigated cropland located along the Spokane River. Water systems make up 450 plus miles of streams, rivers and lakes consisting of 10,328 linear acres. The elevation of the reservation ranges from 1,290 feet at the confluence of the Columbia and Spokane Rivers on the southwestern tip of the reservation to 4,065 feet on Boundary Butte (Ernst 2012). The majority of the land on the reservation is held in individual and tribal trust by the U.S. Government and fee lands held by the Tribe, tribal members, and non-tribal individuals.
2.2 Existing Plans

Land use goals and objectives from existing tribal documents were combined with community input from the public involvement campaign of the SCMP to establish themes as it applied to the creation of element goals, objectives, and policies such as the 2004-2014 Integrated Resources Management Plan and the Spokane Tribe of Indians Draft Comprehensive Plan (STOI 2004).

The adopted and preferred alternative of land use is to “Preserve All Future Uses with Performance Based Management” (STOI 2008:7). The rationale behind this choice is to “balance ecological and cultural values with the need for income until external sources of revenue can be established off the reservation (and at Two Rivers and other designated areas)” (STOI 2008:8).

1) PAFU (Preserve All Future Uses) means that most future land use options will be maintained by keeping as much land in original or near-original conditions, for as long as possible.

2) Performance-Based Management reflects the improvement over the ‘adaptive management’ approach selected in the 1994 IRMP. This alternative would now require major natural resource programs to adjust or respond to variable conditions in the earliest and most logical fashion (STOI 2008:7). However it is not known if performance-based decision making is always sustainable.

IRMP Land Use Priorities:

- Preserve culturally important plants and setting cultural priorities for all areas and resources
- Logging to continue at current near-sustainable levels with no clear-cutting
- Forest practices to maintain high quality silviculture
- Slow transition from cattle to game for cultural, environmental, and health reasons
- Implement Water Quality Standards and Hazardous Waste Code
- Establish Tribal cultural, natural resources, human health, and environmental codes
- Steer housing and development toward designated areas (in-fill existing areas within 300 feet of major roads and previous developed areas to minimize sprawl) and sites selected from the housing “short list”
• Steer major economic development activities off-reservation and Wellpinit if water sewage capacities can be addressed (STOI 2008:7).
2.3 Community Participation

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

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

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

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

Preservation of Open Space
The strategy of the Tribe could be to maintain the integrity of the IRMP goals and community input by preserving the reservation’s cultural/natural resources and focus development in developed areas and where adequate water, facilities, services, and roads are available. One more reason to follow this strategy is to reduce the overall infrastructure cost to Tribal government and the Spokane Indian Housing Authority. The community also suggested landscaping practices using native species to revitalize cultural land use within developed and non-developed areas of the reservation. The strategies of infill and mixed-use within developed areas will further promote Seven Generation planning to create more livable and vibrant communities including leveraging investments. Higher density housing on and off-reservation must also be connected or located near more transportation choices to enhance economic competitiveness. The Tribe could support this 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 can be implemented that ties the IRMP, community data, and Seven Generation planning. Due to land reserves, wellhead protection, and restricted areas as indicated by the DNR land use map, all lands within the boundaries of the reservation could be restricted from development including the Preserve for all Future Use areas. PAFU areas have been mainly used for natural resources preservation, cultural uses, and logging. Where then should development occur? The exceptions for development could be the identified housing “Short List”, urban areas boundaries, and economic development zones according to the 2004 Draft Comprehensive Plan (see Figure 2.0.8 and Table 5.4.1).

Future Housing Land Demand
Based on the 30 year median population projection, an increase of 784 individuals (see Figure 1.4.1) and the 2,096.80 Housing “Short List” acreages, there will be a shortage of land to meet the housing needs of individual housing applicants. Public buildings and other structures are not reflected in the “Short List” acreages, meaning there is less acreage for housing development. As part of the sustainable solution, increasing housing density in these areas and/or developed areas would reduce acres required for
housing development. Housing developments could also require less acreage when adequate infrastructure (water and sewage) are in place. When public water and sewage systems are not available, a minimum of 2.5 acres are required for development. 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 “Short List” land is found to be unsuitable for development, community members have also identified off-reservation locations as their preferred living residence which will put them closer to other family, education, and employment. Off-reservation locations are cultural in nature as they are part of a traditional land use patterns.

**Infill and Mixed-Use**

Unused parcels within the Urban Areas boundaries could be considered for infill and mixed-use developments. Development within these centers and heavily populated areas provide development opportunities without further disturbing the natural environment. Higher density housing near services and economic opportunities can meet the needs of the community. Both infill and mixed-use can promote a healthy, safe, and walkable community plus leverage investments. Developments within urban areas provide multiple transportation choices (pedestrian and bicycle paths, bus stops, park and ride facilities) which can eliminate the costly reliance on fuel, maintenance, reduce pollution, and promote healthy lifestyles. Infill strategies could also support recreational options to improve the quality of life for residents. The same sustainable strategies could be applied to off-reservation tribal trust land. If high density infill and mixed-use areas can be properly designed, these sustainable practices will address Smart Growth issues. Smart Growth addresses “housing, environment, community design and development, public health, transportation, local government and other interests” (EPA 2012).

The 10 principles of Smart Growth.
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

**Wellpinit Redesign Town Square**

Technical assistance was provided via community participation Wellpinit Mini-Charette (see Appendix H). The purpose of the assistance was to support the Tribe in visioning a potential redesign of the Wellpinit town square and to identify community’s ideas of a sustainable, safe, and walkable center. This can be used as an example for other reservation centers.
Water and Wastewater Project
Project begins in September 2012 collaborating effort between STOI, tribal community, EPA, and HUD.

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

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

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

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

Protect Human Health
The priority is protecting the community’s health in any future land use efforts. Assess health impacts in land use decisions.

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

Food Sovereignty
Supply locally grown produce to local markets. Support a traditional food economy of local wildlife and naturally occurring traditional plants.
2.5 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.

The land use goals, objectives, and policies were created from discussions with the Sustainable Community Project steering committee, Executive Leadership Team, and Tribal Business Council. Goals, objectives, and policies will be reviewed, revised, and updated on a periodic basis. It is **imperative** that the review process made a public process to obtain maximum input from the membership and community members.

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.

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.
2.6 Collaborators

Coordination by stakeholders will be necessary for successful implementation of policies and programs aimed to accomplish community goals. The following list identifies those partners and collaborators who are vital participants.

- Tribal Business Council
- Tribal Enterprise Board
- Tribal Department of Natural Resources
- Spokane Indian Housing Authority Housing
- Tribal Roads and Utilities
- Tribal Realty
- Tribal Culture
- Tribal Language and Tribal Historical Preservation Office
- Local, State, and Federal Agencies
- Education Centers
- Private Businesses
2.7 Further Planning Steps

- Follow-up discussion needed with partners including Tribal Business Council and Enterprise Board to consider implementation of Economic Development goals by establishing policies.

- Plan for future public involvement activities.

- Analyze the use of the 2004 Draft Comprehensive Plan economic development zones for the land use map.

- Identify and map brownfield and polluted areas on the land use map.

- Discuss health hazards (people and wildlife) in placing residential or any development in hazardous areas.

- Create a zoning map.

2.8 Definition of Land Ownership Status

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

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

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

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

“Poverty is not an Indian cultural or historical attribute.”

- Robert Miller
3.0 Executive Summary

The challenges to Economic Development in Indian Country involve establishing the balance between maintaining community values, traditions, and the need for a prosperous economy. The Spokane Tribal Community, however, has consistently shown resiliency to the obstacles they face. According to the 2011 BIA Labor Market Report, it has been determined that the current Spokane Tribal unemployment rate is at 56 percent. The community has expressed a need for local jobs with livable wages. The community desires are stated in the economic development goals which reflect high standards and ideals envisioned for the community’s future. Honoring cultural values, food sovereignty, increased opportunities for training and education, self-governance and economic self-sufficiency are examples of this desired future.

An aim of the Sustainable Community Project is to support economic development in a number of ways. First is to engage in meaningful conversation with tribal community members, documenting their stated values. Second is to conduct a holistic and tribally-focused investigation into which economic development activities would best serve and benefit the tribal community. Finally, the Sustainable Community Project will support and facilitate the implementation of these activities through the development of a Strategic Action Plan (SAP). All of these activities should be situated within an equally vibrant conversation geared towards promoting individual enterprise and small business development. Small businesses serve as the “backbone” for vibrant successful economies throughout the world (Obama 2012). Without small businesses, yearly employment growth would be negative. New startups accounted for three percent of total employment from 1980 to 2005. Micro firms averaging from 1 to 4 employees account for an average of 20 percent of new jobs created each year (Faircloth 2009). “If Native communities are to uphold and extend tribal political and cultural sovereignty, then they will need capabilities to maintain sustained economic independence. The reservation system of dependence on federal funds has helped support tribal communities, but does not provide communities and individuals with resources that will ensure the continuity of community, culture and political government.” (Harrington 2012:1-2; Indian County Today 2010).
3.1 History

The Spokane Tribal economy prior to European contact was ‘resilient’ and best described as consisting of semi-sedentary complex gatherer-hunters. This pre-colonial system employed broad-spectrum dietary and natural resource economic strategies. The Spokane also developed extensive trade networks and information routes exceeding the boundaries of their homeland; the tribe was successful and thriving. We concur with Robert Miller (2012: 3) when he wrote "Poverty is not an Indian cultural or historical attribute... [They] worked diligently and intelligently in past centuries to support themselves and they appreciated living comfortably, as all humans do."

So what happened between then and now? Unfortunately for the inhabitants of North America the huge waves of immigrants invading their shores from Europe and other far off lands judged native populations on supposed socio-religious inferiority, scales of technological might, social inequality born from 19th century ‘cultural evolution theory’, and the ever-present ethnocentrism that plagues us to this day. Many non-farming, non-sedentary, Indian populations were labeled as unsophisticated hunter-gatherers with communal (and not the more correct familial) economic tendencies. Regardless of designation, for those peoples and tribes that did survive the consistent onslaught of geo-spatial constriction, war, and disease, the creation of artificial homelands known as reservations would ultimately signal the final transition into forced sedentism, economic isolation, and Jacksonian Socialism. The transition itself would be highlighted by natural resource exploitation sometimes based on forestry products or minerals (Grant et al 1994).

The first Indian reservations in North America occurred near European colonies. These include the Quinnipac, Pequot, Mattaponi, and Pamunkey Reservations (Sandefur 1991). The first Federal legal justification for the creation of reservations was implemented by President Andrew Jackson under the Indian Removal Act of 1830. The Indian Removal Act was designed to isolate Indians in resource poor geographic locations. Isolation tactics did not work on Native Americans and they persisted and carried on with traditional life ways as best that the circumstance would allow. The Dawes act of 1887 was designed to remove more lands from Native Americans who owned property under treaty or executive order and “force” assimilation into the American system. Re-education of Native Americans as farmers, the breakdown of traditional family ties, religious persecution, boarding schools, and government subsidies (commodities) are all signatures of the re-education process outlined by socialist proponents. The traditional Spokane economy almost immediately began to transform from complex hunting/gathering at contact to one of forced sedentism, resource exploitation, wage labor, economic isolation, and increased Federal and State intrusion and control through a command economy. A command economy is one in which the coordination of economic activity, essential to the viability and functioning of a complex social system, is undertaken through administrative means, directives, targets and regulations rather than by market mechanisms (Eckstein 1971).
3.2 Existing Plans

Economic development goals and objectives from existing tribal documents were combined with the community input from the public involvement campaign of the SCMP to establish themes as it applied to the creation of element goals, objectives, and policies such as Spokane Tribal Comprehensive Economic Development Strategy (CEDS) (2012), 2004-2014 Integrated Resources Management Plan, Spokane Tribe of Indians Draft Comprehensive Plan (STOI 2004), and Spokane Reservation Transportation Plan Draft Report (STOI 2008).

All tribal documents in relation to economic development have referred to the IRMP as the overall guideline due to land use restrictions and suitability. The priority of the IRMP is conservation of natural resources and sustainable development. The current on-reservation facilities and utilities do not have the capacity to accommodate large industries. Therefore, future economic activities have been directed off-reservation onto Tribal trust lands. The major goals of these documents seek to promote self-sufficiency, education, and training for community members. Other areas of focus further promote sovereignty, human resource, and entrepreneurship. Together, these goals will help create competitiveness within the region while maintaining tribal cultural values.
3.3 Community Participation

Beginning in June of 2011 Antithesis Research staff began collecting general comments about all sections of the Sustainable Community Project. A total of 167 comments were collected from the community about economic development (see Appendix B). This input was collected at listening booths, community planning sessions, and the Community Fun Day on August 31, 2011. Frequently mentioned concerns stated the need for more jobs or reducing poverty.

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

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

In 2010, rural communities nation-wide were experiencing the highest rate of poverty since 1994 (USDA 2011). With both the regional and national economies stagnant or in decline, the Spokane Tribal Community faces considerable challenges in stimulating its economy. Due to many contributing factors, the Spokane Tribe has been historically and geographically constrained in sustaining a local economy and/or participating in the regional economy. This is reflected by many low-income households as well as limited access to capital to support local business enterprise. Few community members have collateral which they can leverage to start business as on other reservations. The current unsustainable economic system creates poverty traps that leave tribal members unable to support themselves and families.

**Sustainable Living Wage**

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

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

According to the Center for Reflection, Education and Action (CREA), an advocate for livable wages worldwide: “Sustainable living wages are wages that not only meet the basic needs of the workers and their families, but also provide for the setting aside of money for participation in culturally required activities, and planning for [the] future…” (Chhabara 2009). This introduces the notion that savings is an important component of sustainability. Any family who faces a financial hardship (loss of employment, medical issue, etc.) without access to some savings is no longer able to maintain their family at the livable wage standard and address the new hardship. A sustainable wage would consider the possible hardship and continue to maintain a family on a budget. (See Appendix D: Definition of Poverty Threshold, Minimum Wage, Livable Wages and Sustainable Wages). Sustainable wages can be implemented in future employment to alleviate poverty traps.
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 within the tribal community. 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 ‘The Spokane Tribe of Indians: A Socioeconomic Profile’ (Antithesis Research 2012: see Appendix I). There are many community members with degrees, work experience and skilled workers who are underutilized. An inventory of human resources needs to be conducted to determine the potential labor pool.

Labor market research could provide economic development planning strategies for on- and off-reservation activities. With economic development and opportunities for new or expanded enterprises, strategic investment in human capital is necessary. 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.

Reduce Poverty through Social Equity

Promote traditional tribal values of caring for the people. “Social equity implies fair access to livelihood, education, and resources; full participation in the political and cultural life of the community; and self-determination in meeting fundamental needs” (Reliable Prosperity 2012).

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 (ONABEN 2012). This could give community members the means to create a local sustainable economy plus reduce economic “leakage.” Other groups such as the Northwest Area Foundation (NWAF) who work with Native American communities are working towards poverty reduction and sustainability.

Sustainable Development

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

Western economic development initiatives have traditionally focused on a single bottom-line: profitability. For true sustainability, that which considers social and natural consequences, more is needed. Many have begun to see that a ‘triple-bottom-line’ approach will provide a much more holistic outcome. The triple bottom is a measurement tool. “Triple bottom line economic development is defined as programs,
policies, or activities designed to create or retain jobs and wealth that contribute to community well-being and sustainability over time” (Economic Development Administration 2012). It seeks to align and make a positive impact to the “three strands of the braid,” including: people/equity, planet/environment, and prosperity/economy. For the tribal community, this model could provide an opportunity to include cultural values into decision making. The triple bottom-line supports the economic land use sustainable strategies.

**Spokane Tribal College Opportunities**

Since the community identified that language and culture are important economic development values to maintain. The Spokane Tribal College offers cultural development courses (Salish, drumming, and beading). Through articulation agreements with universities, these courses allow students to gain higher education experience, degrees, and study more cultural 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. Develop a business incubator.

**Tourism**

Is a form of economic development. Refer to Chapter 7 for more information.
## 3.5 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.

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 GOP’s were 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 based on community data and interpret in creation of goals and recommended objectives and policies. Goals, objectives, and policies will be reviewed, revised, and updated on a periodic basis. It is imperative that the review process made a public process to obtain maximum input from the membership and community members.

**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.

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.
o 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.
  
o 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.
  
o 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.
  
o Policy 6.2.1: Evaluate and assess types of development to meet needs of our goal.
  
o Policy 6.2.2: Complete feasibility studies of potential economic development activities. Implement highly feasible plans.
  
o Policy 6.2.3: Communicate with members; provide training opportunity for members to be employed at the developed enterprise.
  
o 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.

**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 9.3: Expand and centralize agricultural resource development. Develop internal manufacturing of natural resources.
3.6 Collaborators
Coordination by stakeholders will be necessary for successful implementation of policies and programs aimed to accomplish community goals. The following list identifies those partners and collaborators who are vital participants.

- Spokane Tribal Community
- Spokane Tribal Business Council
- Spokane Tribal Administration
- Spokane Enterprise Board of Directors
- U.S. Economic Development Administration (EDA)
- U.S. Housing and Urban Development (HUD)
- U.S. Department of Agriculture (USDA)
- U.S. Small Business Administration (SBA)
- City and County Partners

Other Partners/Resources include:

- Spokane Community Minded Enterprises
- Northwest Native Development Fund (NNDF)
- ONABEN: A Native American Business Network
- Affiliated Tribes of Northwest Indians (ATNI)
3.7 Further Planning Steps

- Follow-up discussion needed with partners including Tribal Business Council and Enterprise Board to consider implementation of Economic Development goals.

- Plan for future public involvement activities.

- Collect all public comments for preparation of final edits.

- Further research and promotion of industries based on community Goals, Feedback, and Values.

- Provide a checklist for the Enterprise Board in which to base decisions. (eg. environmental and social/cultural concerns).

- Identify a ‘mixed-use’ center in Wellpinit.

- Identify ‘mixed-use’ options in the housing clusters.

- Identify local private Economic Development alternatives.
- Identify Tribal Economic Development alternatives.

- Research and create report on tribal Workforce and Human Capital.
TRANSPORTATION

Access to the regional economy through restoration of traditional pathways.
4.0 Executive Summary

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

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

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

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

Being complex hunter/gatherers, the Spokane had to create transportation methods and routes to transport gathered animals, plant food and other resources to and from their summer camps and to their winter storage. Nearly all present day paved and dirt roads throughout the nation and on the reservation were trails. These trails were forged by tribes for the purposes of hunting, food gathering, socializing, and trading. For the Spokane, river routes included but were not limited to the Spokane and Columbia Rivers. Various watercrafts such as log rafts, bundle boats, tule rafts, and canoes were used. Where suitable, bridges were built as well (Ross 2011:469). The introduction of the horse in the late 1700s or early 1800s dramatically increased mobility (Ross 2011:458). Horses transported heavy loads, aided food-gathering activities, and increased the travel range for multiple purposes.

The Indian Reservation Roads Bridges Program (IRR) was established on May 26, 1928 by Public Law 520. The partnership with the Bureau of Indian Affairs and the Federal Highway Administration (FHWA) began in 1930 when Congress authorized the Secretary of Agriculture to cooperate with the State highway agencies. Prior to the Intermodal Surface Transportation Efficiency Act (ISTEA) in 1991, responsibility for tribal road systems was carried out under the direction of the BIA. ISTEA expanded the role of tribal governments in controlling their transportation programs under the IRR (Rolland and Winchell 2009:9).

Roads that serve tribal lands may be owned/managed by the tribe, county, BIA, or State. According to the IRR systems in 2012, the reservation consists of 417 miles of existing and proposed roads. Funded by the BIA, the Reservation Transportation Plans (TP) are updated on a regular basis and an annual Transportation Improvement Program (TIP) is submitted but may not be funded through the Highway Trust Funds for road construction on each IRR system. Estimates show that less than $500 is spent per road mile for IRRs compared to $4000 to $5000 per road mile spent by states (Rolland and Winchell 2009:12).

Table 4.1.1 Reservation roads by ownership.

<table>
<thead>
<tr>
<th></th>
<th>LENGTH IN MILES</th>
<th>SURFACE TYPE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>TOTAL</td>
<td>PAVED  GRANVEL  EARTH</td>
</tr>
<tr>
<td>TOTAL BIA MILES</td>
<td>241.5</td>
<td>48.5  49.8  143.2</td>
</tr>
<tr>
<td>TOTAL WSDOT MILES</td>
<td>112</td>
<td>112</td>
</tr>
<tr>
<td>TOTAL LINCOLN</td>
<td>2.4</td>
<td>2.4</td>
</tr>
<tr>
<td>TOTAL STEVENS COUNTY</td>
<td>57.5</td>
<td>41.5  12.6  3.4</td>
</tr>
<tr>
<td>TOTAL S.T.O.I.</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>OVER ALL TOTAL</td>
<td>417.4</td>
<td>204.4  62.4  150.6</td>
</tr>
</tbody>
</table>

Source: Spokane Indian Reservation FY 2011 Indian Reservation Roads Inventory.
There are many challenges facing the Spokane Tribe in regards to transportation. These challenges highlight the need for a coordinated effort to improve Tribal road systems between the Tribe, federal, state and local agencies.

Safety and transit systems have been continual concerns for the community. High accident rates on the reservation are due in part to careless driving, weather influencing road conditions and poor road design (Radford 2008). The Moccasin Express public transportation system was created in 2010 but a lack of connectivity to established regional public transportation systems off the reservation hampers the community connectivity to outside public transit for educational, economic and social purposes. Inadequate road design led to concerns of pedestrian safety on the reservation. Transportation options are limited and not consistently available causing some to walk, in some cases miles, in not always safe environments (Radford 2008: 12).

Some positive steps to improve transportation are evident. An employee coordinated vanpool system was also created in tandem with Moccasin Express. Currently, there are six fourteen-passenger vans available for employment and student use. Most recently through feasibility studies and the efforts of the Transportation Department, transportation needs were identified and solutions implemented.
4.2 Existing Plans

The following tribal documents were used to identify existing transportation goals and objectives. They were combined with the community data from the public involvement campaign to establish themes as it applied to the element goals, objectives, and policies creation process.

- Spokane Tribe of Indians Draft Comprehensive Plan (STOI 2004)
- Comprehensive Transportation Plan for the Spokane Tribe of Indians Reservation (STOI 2001)

These documents stress coordinated transportation efforts. The IRMP and Draft Comprehensive Plan promote on- and off-reservation agency collaboration. Findings indicate a strong desire for more public transportation choices for current and future on- and off-reservation needs such as access to regional employment centers. Transportation priorities highlight economic development, road maintenance, and promoting safety strategies. The IRMP, Draft Comprehensive Plan, and Transportation Plan Draft Report promote sustainable transportation practices by maintaining the integrity of the environment and consistency with environmental rules, regulations, and design standards through sustainable land use strategies. Road capacity and improvements were of equal importance to transportation.
4.3 Community Participation

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

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

Overall Transportation Element 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.

Moccasin Express employee and student vanpool van funded by 2009 American Recovery and Reinvestment Act (ARRA) administered by Federal Transit Authority (FTA). Photo taken by Antithesis Research.
4.4 Sustainable Strategies

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

**Economical**

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

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

- Allow advertising on federally funded vehicles to help offset costs and make transportation affordable.

**Accessible and Affordable Transportation**

Culturally multi-modal transportation options have always been available. Having multi-modal transportation options provides a range of affordable transportation options that reduces the necessity for single occupancy vehicles. Thirty-three percent of the community stated that expanding the bus program would best meet the current transportation needs (see Appendix B). The Moccasin Express is adjusting their schedules to accommodate identified community needs for employment, education, youth program work schedules and expanded service to include off-reservation shopping.

**Transportation Investment**

Investment into the Moccasin Express expansion to meet community demands and off-reservation needs. Develop creative programs and other forms of transportation. The community has expressed the need to connect the current transit system with other regional public transit.
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 can lend itself to compact and/or mixed land use development patterns. “Since physically and economically disadvantage people often depend on walking and cycling, improving these modes tends to increase social equity and economic opportunity” (Litman 2012:4).

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.

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

Reliability

Up-to-date notices regarding transit schedules, changes and delays needed for users of public transit.

- Posted schedules, consistent routes, timely pick-ups and drop-offs allow users to plan their day effectively and efficiently.
- Expand services on and off the reservation in July of 2012 the Moccasin Express added a route to nearby Airway Heights. From here, people can transfer on city public transit to services in Spokane.

Maintaining Roads during Harsh Weather

Improve Emergency Medical Service response times. Seeking regional county collaboration will reduce the maintenance cost of roads to the Tribe. This will increase safety, and mobility on- and off-reservation.
4.5 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.

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 GOP’s were 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 based on community data and interpret in creation of goals and recommended objectives and policies. Goals, objectives, and policies will be reviewed, revised, and updated on a periodic basis. It is imperative that the review process made a public process to obtain maximum input from the membership and community members.

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.

**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.

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.
4.6 Collaborators

Next to housing, transportation is the largest household expense for families. The concerns identified by the community include improving existing roadways, providing more accessibility to public transportation, and creating options for non-motorized transportation such as bike and walking paths. The following list identifies partners and collaborators who are vital participants in transportation community goals.

- Spokane Tribal Community
- Spokane Tribal Business Council
- Spokane Tribal Executive Leadership Team
- Spokane Tribal Roads and Utilities
- Spokane Tribal Enterprise Board
- Spokane Tribal Department of Natural Resources
- Spokane Indian Housing Authority (SIHA)
- Bureau of Indian Affairs (BIA) Branch or Roads
- U.S. Housing and Urban Development (HUD)
- Spokane County/Stevens County / Lincoln County Roads Departments
- City Spokane
- City of Airway Heights
- Spokane Transit Authority
- Washington State Department of Transportation (WSDOT)
- Off-Reservation Businesses
4.7 Further Planning Steps

- Follow-up discussion needed with Transportation partners to consider implementation of Transportation Goals.

- Plan for future public involvement activities.

- Collect all public comments for preparation of final edits.

- Identify needed transportation improvements including transit center sites and transit shelter sites.

- Develop a comprehensive non-motorized transportation plan and implementation strategy.

- Integration of transportation, housing and economic development policy such as Transit Oriented Design (TOD).

- Public-transportation and non-motorized transportation promotional campaign.

- Bicycle and Pedestrian Path Priority.

- Address the safety of pedestrians walking around the reservation at night where police have given rides to tribal members to visit their families at different housing locations.

- Address the needs of after hour transportation needs.
HOUSING

*Society, through loss of culture, depletion of global resources, and financial leakage, pays the price of building unsustainably.*
5.0 Executive Summary

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

The Spokane Indian Housing Authority (SIHA) currently manages and operates 348 HUD funded homes. These consisted of 209 homebuyer program single family homes, of which 136 units have been paid off and 136 are rental units. SIHA also purchased 16 Federal Emergency Management Agency surplus trailers which have been sold to tribal members as housing units. There are 29 separate homes which are part of the “Down Payment Assistance” program, 12 financed homes, and 2 rental units. To date, SIHA has assisted with 43 financed homes; two of which are rentals. However, there is still a waiting list of 143 individuals in need of reservation housing. Since half of the Tribal membership resides off the reservation, the community has identified a need for off-reservation housing. Overcrowding remains a problem on- and off-reservation. The Persons Per Bedroom in Wellpinit, Martha Boardman, and the City of Spokane with rates up to four times the national average (HUD 2007). There is evidence that some residences are being underutilized.

The Tribe acknowledges the need to concentrate housing into developed areas such as the IRMP housing “Short List” (STOI 2008). This strategy further promotes the overall goal of protecting and preserving the reservation’s natural resources. However, as detailed in the land use element strategy, the housing “Short List” does not provide sufficient land for housing over the next 30 years.

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

Data from the community has identified a need for culturally relevant housing, energy efficiency, and to live near family. Culturally relevant housing designs and choices in building materials can reduce household expenses and meet the community’s needs. Goals, objectives, and policies created from the steering committee and the existing tribal plans can provide a desired and sustainable direction for future housing.
## Table 5.0.1 Persons Per Bedroom

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

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

5.1 History of Housing

The settlement patterns consisted of permanent winter villages as well as temporary spring, summer and autumn camps to facilitate the gathering and storage of different resources (Ross 2011:200). During winter months, Spokane villages were usually between six and twenty extended families per village (Ross 2011:202). There were several types of housing, community, and utilitarian structures in a village ranging from individual tule mat, animal skin, and bark teepees; long tule mat multi-family dwellings; partially buried pit homes; and ramadas to name only a few. Winter villages were located on upper riverbank terraces enjoying a southwest facing exposure to the Spokane River. Near the dwellings each extended family had large drying racks, storage sheds and large food storage pits (Ross 2011:200).

Many homes had a main support frame with three or four top-forked poles that created a cone shape covered with tule mats or skins (Ross 2011:203). Storage structures were also built at this time along with bark, hide and canvas tipis. Traditionally, the long-house was not seen as a dwelling, but used as a place for celebration (Ross 2011:205). The size of the house was about eighty feet long and covered with tule mats that could accommodate five to six nuclear or extended families, each occupying a sleeping compartment (Ross 2011:207). The Spokane used dressed logs for log houses, barns, and storage structures prior to the reservation system. The walls were made with ponderosa pine and doors were made with boards with leather hinges (Ross 2011:209). Log houses as winter homes were mostly replaced just before World War I when people began living in the government lumber-built houses. Most of these homes were built between 1904 and 1907 (Ross 2011:219).

During the summer months, structures needed to be highly mobile in order to facilitate ease of movement to allow the Spokane to hunt, fish, and gather foods. The tule mat teepee was a great warm weather structure since the mats could breathe and when it rained, the tule mats swelled to become ‘waterproof’. Summer teepees remained common on the reservation into the early 1940’s (Ross 2011:219).

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

Moving villagers, their homes and communities led to housing problems. Even though the 1921 Snyder Act had authorized the Bureau of Indian Affairs to provide a broad range of assistance programs in Tribal Areas, it took many years before the Federal Government seriously addressed the housing problems of Indian country. The BIA never took advantage of the Act until 1965 when it established its Housing Improvement Program (HIP) (Assessment of American Indian Housing Needs and Programs: Final
The housing problems of American Indians and Alaska Natives (AIAN) remain considerably more severe than those of non-Indians in all parts of America (HUD 1996:xii). Problems such as over-crowding, deficiencies in structural conditions, affordability, low homeownership rates and homelessness have all been mentioned.

As Indigenous people, Spokane Indians are the descendants of the original or pre-colonial inhabitants of a geographical area, whose distinctive identity, values, and history distinguishes them from other sections of the national community (Ermine et al 2004:5). With this status, indigenous people have the basic human right to retain the continuity of architectural heritage and associated values while no longer excluding ancestral architecture from setting the standards by which architecture is architecture. We are now asking, “What is Spokane Indian Architecture?”
5.2 Existing Plans

The following tribal documents were used to identify existing housing goals and objectives. They were combined with the community data from the public involvement campaign to establish themes as it applied to the element goals, objectives, and policies creation process.

By-Laws of the Spokane Indian Housing Authority

The SIHA by-laws provide the following mission and responsibility statements.

“The mission of the Spokane Indian Housing Authority is to serve the Spokane membership, including low to moderate income families, by providing opportunities for affordable, decent, safe, and sanitary housing.”

“The Spokane Indian Housing Authority’s responsibility is to facilitate communication and participation between membership, the Tribe, the Housing Authority, and available housing resources.” (Spokane Indian Housing Authority 1997:1)

2004-2014 Integrated Resources Management Plan

The IRMP addressed the following community concerns.

- Need more housing and less houses, more security and solitude; fewer housing clusters, but less sprawl (STOI 2008:59). The 2012 SCMP interprets this comment as the potential for mixed-use and apartments.

- Want better housing styles (STOI 2008:63)

- Need more off-reservation land for housing (STOI 2008:63)

The IRMP housing development standards identified included:

- Infill existing areas within 300 ft. of major roads (STOI 2008:8)

- Housing sites selected from the “short list” (STOI 2008:8)

- Housing is identified as one of the greatest threat to PAFU (STOI 2008:12)

Criteria for housing sites:
Specific sites with the potential for multiple houses (clustered, scattered, or mixed house and community centers), limiting scattered sites to within 300 feet of major roads on 2 acre parcels.

Other locations limited to 300 feet of major roads outside of wildlife areas, the river breaks, riparian and wellhead areas, provided that the conditions are adequate for water, sewer, and emergency services and is acceptable under law (e.g. water quality standards) and cultural resources (e.g. not in prohibited areas).

Previously disturbed sites where natural resources have already been degraded (e.g. Two Rivers, Western Nuclear, Midnite Mine). This includes in-filling in areas near Wellpinit and West End (STOI 2008:13).

- Land purchases prioritized for wildlife, culture, and then housing (STOI 2008:90)
- Under this IRMP, housing would be allowed in “short list” areas. Any further housing in the interior would be prohibited (STOI 2008:94)
5.3 Community Participation

Beginning in April 2012, Antithesis Research began its public involvement campaign for the Housing Element. A five page housing survey asked the community what they liked, disliked, and identified what changes were needed. Over 2,000 surveys were distributed through email blasts, listening booths, community events, the Sustainable Community Project blog, and mass mailers that reached tribal members who live off of the reservation. 227 surveys were returned from respondents who live throughout the reservation and from membership located off of the reservation (see Appendix B). From the input provided by the community, themes emerged on the type of housing changes that need to be made to meet the needs of the community now and in the future. The Community Steering Committee met and created goals and objectives for the Tribe’s future housing needs on May 29, 2012.

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

**Overall Housing Element 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.
5.4 Sustainable Strategies

The Spokane Tribal Community has the opportunity to seek a new and sustainable direction for how, when and where housing is planned, financed, and constructed, both within reservation boundaries and in appropriate off-reservation locations.

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 (see Appendix B).

“Why not encourage and foster the design of contemporary Spokane Indian housing connected to the traditional forms of the past, to meet the architectural and spatial needs of the Spokane Indian people in the present? For a contemporary energy efficient and culturally relevant housing agenda to genuinely occur parallel to mainstream understanding of the built environment, we may ask ourselves the following question: “In the context of housing, what does it mean to be Spokane Indian?” As a sovereign nation, if we reserve the right to self-determine our architectural, housing, and construction future for an increased Spokane Indian aesthetic sensibility in the built environment, we may rediscover what it means to Architecturally be Spokane Indian” (Brigman 2011: see Appendix E).

Energy Efficiency

According to HUD, inefficient homes with high utility bills burden the poor and can even result in homelessness (HUD 2012). Tribal households, on average, pay much higher than the national average for home energy costs (see Appendix B). Sustainable housing decisions made from the beginning of any project will ultimately determine the overall energy costs. The savings potential of energy efficiency far outweighs the initial investment required (Clean Energy Project 2012). It is important to consider energy impacts during the construction, deconstruction, disposing and retrofitting of homes. Reducing energy consumption from housing is a challenge with a variety of factors and considerations. Energy efficient heating and cooling systems have shown to reduce the need for ‘grid’ power, and thereby decreasing household energy costs. Given the location of the reservation, the following heating and cooling systems technologies allow users to reduce costs.

- Ground Source Heat Pumps (Geothermal)

Central heating and/or cooling system that pumps heat to or from the ground which increases the transfer of energy efficiency by 300 percent compared to radiant
electric heat being 100 percent. A heat pump move 3 to 5 times more heat energy than the electric energy it consumes (Union of Concerned Scientist 2009).

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

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

  The Tribe reserves the right now and in the future of building any structure using traditional, contemporary, or experimental materials as it sees fit.

**Water Efficiency, Quality, and Conservation**

*Efficiency* – Using less water to provide the same benefit (EPA 2009).

*Quality* – The physical, chemical, and biological composition of water as related to its intended use for such purposes as drinking, recreation, irrigation, and fisheries (APHA et al. 1969; Rechard and McQuisten 1968; Veatach and Humphreys 1966).

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

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

**Mixed-Income Developments**

One alternative to traditional public affordable-housing developments is ‘Mixed-Income Housing’. In this scheme, a non-profit housing organization, housing authority, or private developer employs a ‘mix’ of housing types, number of units, and scale of subsidies offered. This can be accomplished in number of ways based on the legal and financial framework under which a project is developed.
The benefits to mixed-income housing developments are many and include reducing concentrations of poverty and blending neighborhoods for an increased quality of life (e.g., Individual houses, multi-family housing and businesses). It supports smart growth principles and attracts private investment and development. One objection to mixed-income housing is that it cannot work because high-income residents will not live near low-income residents. According to the Urban Land Institute (ULI), this notion is a myth. In fact, says the ULI, “healthy neighborhoods have long included a blend of incomes and new developments can achieve the same compatibility (ULI 2003).”

**Housing Land Demand**

To promote the community’s goals and desires to preserve the natural resources of the reservation, there are nine IRMP housing “short list” areas identified within developed areas on the reservation (see Table 5.4.1). These sites seek to promote infill and mixed-use under the assumption that good water quality and extensions for potential or current sewer systems are adequate and available (review IRMP “Table 8. Housing Matrix” starting on pages 102 thru 105 for details on housing site acreage, capacity, feasibility, and environmental impacts). Sustainable housing strategies will also further reduce infrastructure costs, reduce auto-orientation, and create walkable communities near services and employment opportunities.

**Table 5.4.1 IRMP Housing “Short List” Sites.**

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

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

Off-reservation housing sites, such as tribal trust lands, can also provide services to community members who are seeking higher educational services, training and
employment opportunities off-reservation. This can reduce travel expenses to and from services plus satisfy permanent or temporary housing needs.
5.5 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.

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 GOP’s were 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 based on community data and interpret in creation of goals and recommended objectives and policies. Goals, objectives, and policies will be reviewed, revised, and updated on a periodic basis. It is **imperative** that the review process made a public process to obtain maximum input from the membership and community members.

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

- 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 housing needs for students and other clients needing temporary housing.
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.
  - 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.)

Goal 2: CREATE SAFE, CLEAN, HEALTHY AND 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.

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.

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.

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

Objective 5.1: Expand reservation boundaries through property purchases.

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 ROOM 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 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.

- 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 chemicals.
  - 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.
5.6 Collaborators

The community-generated housing goals include upgrading existing homes and increasing housing options to include homes which are culturally relevant and energy efficient. These community goals, as well as many others, require increased coordination by housing stakeholders and other departments and agencies. Based on community needs, the following list identifies partners and collaborators who are natural allies in supporting accomplishment of the community’s housing related goals.

- Spokane Tribal Community
  Housing Commission
- Spokane Indian Housing Authority
- Spokane Tribal Business Council
- Spokane Tribal Administration
- Spokane Tribal Department of Natural Resources
- Roads and Utilities
- Regional Utilities Providers
- U.S. Housing and Urban Development

Other partners may include:

- Local and Regional Government Agencies
- State and Federal Government Agencies
- Private and Non-Profit Housing Developers
- Funding Agencies including Philanthropic Organizations
- Education and Advocacy Organizations
- Bureau of Indian Affairs
- U.S. Environmental Protection Agency
- Washington Department of Commerce
- Low Income Housing Tax Credit Program
5.7 Further Planning Steps

- Follow-up discussion needed with housing partners, including the Spokane Indian Housing Authority, to consider implementation of Housing goals.

- Plan for future public involvement activities.

- Collect all public comments for preparation of final edits.

- Identify current housing need based on demographic trends. To include size/configuration of units, location, and environmental carrying capacity.

- Incorporate culturally appropriate and relevant architectural design.

- Buildable area analysis. Based on designated open-space and other constraints.

- Study and recommend projects based on housing needs, buildable area analysis, and available project funding as well as strategic implementation.

- Implementation of a Tribal Building Code.
CAPITAL FACILITIES AND UTILITIES

*Comprehensive planning requires consideration of long-term maintenance and utilizing GIS systems to manage current and prepare for future development.*
6.0 Executive Summary – Capital Facilities and Utilities

Capital Facilities and Utilities are essential services to a community and its ability to manage the current population and projected growth of the reservation. Capital facilities may include surface water facilities, parks and open space facilities, transportation facilities, government offices, law enforcement facilities, public school facilities, water facilities, sewer facilities, fire and rescue facilities, and government assisted housing. The Spokane Indian Housing Authority (SIHA) currently manages 348 federally funded residences which are considered capital facilities. 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. Capital facility plans also help enable the community to use limited funding wisely and efficiently to maximize funding opportunities for Tribal membership and administrators.

The major capital facilities are centrally located in Wellpinit which provide services for the reservation population. Operations of these services are the responsibility of Tribal government, Bureau of Indian Affairs (BIA), Wellpinit School District, Indian Health Service, Human & Health Services, Spokane Indian Housing Authority, public safety, and motor pool. Avista utilities provides 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. The distance of Two Rivers, West End, and Ford from Wellpinit and nonexistent public safety facilities and services in these areas is one example. Claude Cox (personal communication 2012) from Tribal Occupational Safety Health Administration (TOSHA) highlighted that an elderly population coming of age and an increase in illegal drug use and crimes need better funding mechanisms for emergency services. He further emphasized that “during the first six months of fiscal year of 2012, a total of 410 ambulance calls (an increase of 55 percent) were responded to. This was just short of 4,000 miles driven which averaged about 3 ½ hours round trip for each call. This has become a challenge to manage on a $16,000 budget.” Depending on the situation, Claude also said that “the patient would sometimes have to rely on Medstar to get to regional medical centers. These life and death costly services would then fall back on either the patient, TOSHA, and/or Indian Health Services (IHS).” Randy Russell from the Wellpinit Tribal Police also stated that their average response time increases from 15 to 30-45 minutes depending on the weather and road conditions (Personal communication 2012). He (personal communication 2012) also stated that 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.

Reservation water quality and capacity is another issue. There are 14 water tanks located in centers and housing developments. Rural developments, such as individual residences are on well systems for potable water. The communities from several major housing developments on the reservation have reported poor water quality as evidenced by the taste, smell, contents (including heavy metals, bacterial, minerals and contaminants), and availability. During the summer months, there is often a shortage of water and water outages in Wellpinit due to pipe or pump failures (Breuer 2011:1). This
includes an inefficient water system that is not designed to meet capacity standards and handle power outages (Breuer 2011a:1). The Wellpinit water system has been inventoried to have “500 feet of 4-inch asbestos-cement (AC)” (Breuer 2011a:2). A current fire hydrant study concluded that 80 percent of fire hydrants have failed, in which 40 percent even after servicing had no water pressure (Tribal Occupational Safety and Health Administration [TOSHA] 2011:1). Incremental and temporary solutions to maintain current systems have proven ineffective and costly for long-term goals. The Martha Boardman wastewater treatment and disposal system and Wellpinit water system are two priority sanitation projects that have been identified as having repeated failure and outages (Breuer 2011).

The EPA will provide the Spokane Tribe of Indians with 2012 and 2013 EPA Smart Growth Implementation Assistance grant to provide an inventory and test of the reservation water system; and in seeking long-term solutions for the Tribe’s water issues (see Appendix F for the STOI/EPA SIR Water Inventory). The study will also provide needed data for future planning activities and funding. The requested inventory will align financial and sustainable goals to better serve the reservation.

The sewage facilities on the reservation have also been a repeated issue. They are either in the form of an aeration pond or individual septic tanks. There have been several cases of septic spill-overs in largely populated areas which have produced costly health and safety hazards (Breuer 2011:1).

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.
6.1 Community Participation

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

Meetings

The overall theme from the meetings identified the “need” for facilities or services, not currently available to the community, as indicated by the following list of capital facilities and utilities. The lists are not displayed by priority (see Appendix B).

Capital Facilities/Services

- Wellness center
- Computer facility (public)
- Recycling plant
- Waste to energy plant
- Transfer station
- Half-way house
- Safe house for victims
- Improvements to community smokehouse
- New senior building
- Tribal daycare at Two Rivers and Chewelah Casinos
- New commodities warehouse
- Recreate the powwow grounds dance hall, stick game area, and food court
- 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)

**Utilities**
- Public water system
- Water filtration systems
- More lighting around neighborhoods and housing areas
- High speed internet over the reservation
- Pay phone
- Better Wi-Fi
Housing Survey (Utilities Responses)

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

Telecommunications

Of those surveyed, 37 percent of the community participants stated that they do not have access to the internet. Only 50 percent of respondents indicated that they have broadband. This data however is not quantified as having 4 Kbps which indicates true broadband standards. The rest of the participants indicated that they used satellite services (30 percent), dial up (18 percent), and other (2 percent) internet services. 90.4 percent of the community surveyed from the Telecommunications survey support Tribal Enterprise Board providing quality communication services that other providers don’t (see Appendix B). The survey also indicated cell phone and television services. Due to these limited services and the planning challenges identified in the other master plan elements for the community, the Tribe is also seeking to create and provide a tribally owned telecommunications to provide services. “The Tribal Engagement obligation of Federal Communications Commission is intended to benefit tribal government leaders, service providers, and consumers living on tribal lands, ultimately providing greater connectivity to 21st century economic opportunities, education, health care, and public safety” (2012: 1). HUD has a history of supporting investment in digital access in rural and disadvantage communities. These services can improve the quality of life for all residents culturally, economically, and socially. High speed internet can promote access to, or share, the Tribe’s culture and language. It also allows for expanded entertainment possibilities. Students who do not have child-care or transportation access off-reservation can stay at home and seek further education and training opportunities.
through online classes. Better communications makes possible greater social and business opportunities; making all business and entrepreneurship a real means of economic opportunity.
6.2 Sustainable Strategies

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

- Prioritize projects
- Coordinate related projects
- Submit successful grant, tax credit, and loan opportunities
- Help inventory capital assets
- Determine condition and capacity
- Link capital facility needs with comprehensive plan policies
- Determine project costs
- Identify revenues
- Identify ways to reduce energy costs of construction and duration of building
6.3 Executive Summary – Parks and Recreation

Parks and recreation opportunities on the reservation vary from campgrounds to powwow grounds. Recreation opportunities include camping and water recreation. Areas on the reservation have few youth activities that include playgrounds, basketball courts, and baseball fields. An inventory of shoreline campgrounds include 21 sites: Blackberry Cove, McGuire Place, Balcomb’s Landing, Upper Columbia, Lower Columbia, Abraham Cove, Two River’s Casino/ RV Park & Marina, Rodeo Ranch, Martin Place, Pierre Point, McCoy’s Marina, Oropacken, Cornelius, Spokane River, Hidden Beach, Chief Three Mountain, Raccoon Cove, Maggie Shoup’s, No Name Beach, Sand Creek, Sand Creek South (from Pierre Point to Tshimakain are reserved for Spokane Tribal members only).
Figure 6.3.1 Spokane Indian Reservation campgrounds.
Figure 6.3.2 Spokane Indian Reservation lakes, rivers, and streams.
Though there are currently a number of parks and recreation opportunities on the reservation, further ideas for others have been brought up. During the Community Fun Day on August 31, 2011 and at other public comment participation opportunities, community members were able to make comments on Parks and Recreation and what they would like to see on the reservation. Some of the most common comments were: having more youth/family/community activities (n=55), having a wellness/fitness/pool center (n=22), cultural center (n=7), maintenance to docks, picnic and camping areas (n=15), creating bike/walking/jogging paths (n=8) and a skate park (n=5), development of restaurants (n=20) and other entertainment opportunities (n=15).

In addition to new parks and recreation ideas, observations were made for some of the current recreation sites. In the summer of 2011, the “Youth for a Sustainable Future” visited thirteen parks and recreation sites on the reservation. They created presentations with their findings (See Appendix G for presentations). They also provided data for the Department of Natural Resources (DNR) on improvements they would like to see, as well as an inventory of the parks and recreation facilities.

They visited:

- No Name, Maggie Shoups, Raccoon Cove, Chief Three Mountains, Two Rivers, A Frame, Cornelius, Hidden Beach, Turtle Lake, Bull Pastures/Rodeo Beach, Columbia River, Pierre Point and McCoy’s Marina

The youth created an inventory of parks and recreational sites based on their “Likes” and “Dislikes” of these areas (see Table 6.3.1 and Table 6.3.2).
Table 6.3.1 “Likes” of Parks and Recreation areas.

<table>
<thead>
<tr>
<th>Swimming Areas</th>
<th>No Name</th>
<th>Maggie Shoups</th>
<th>Raccoon Cove</th>
<th>Chief Three Mountains</th>
<th>Two Rivers</th>
<th>A Frame</th>
<th>Cornelius Beach</th>
<th>Hidden Lake</th>
<th>Turtle Lake</th>
<th>Rodeo Beach</th>
<th>Columbia River</th>
<th>Pierre Point</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shade</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clean Water</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clean Restrooms/outhouse</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enough Garbage Receptacles</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A dock</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A view</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A lot of camping space</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Picnic Areas</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sitting areas</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enough Parking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boat Launch</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rope Swing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multiple ways to get to beach</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Play Ground</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Faucets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sand/Beach</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 6.3.2 Dislikes of Parks and Recreation areas.

<table>
<thead>
<tr>
<th>Swimming Areas</th>
<th>No Name</th>
<th>Maggie Shoups</th>
<th>Raccoon Cove</th>
<th>Chief Three Mountains</th>
<th>Two Rivers</th>
<th>A Frame</th>
<th>Cornelius Beach</th>
<th>Hidden Lake</th>
<th>Turtle Lake</th>
<th>Rodeo Beach</th>
<th>Columbia River</th>
<th>Pierre Point</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Dock</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No/Not enough restrooms</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dusty Roads</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grounds need clean-up</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Lack of shade</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dirty Water</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Maintenance Needed</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire Pits need fixing</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not enough trash receptacles</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steep Roadways</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack/ not enough sitting areas</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No Sand/Lack of beach</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A lot of bugs</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
</tbody>
</table>
The youth also recorded recreational opportunities in different communities on the reservation and what they would like to see developed.

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

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

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

**Improvements they would like to see:**
- Improvements to baseball field in Ford and West-End
- Clean up water
- Fix the High School track field
- Garbage clean-up
- Clean up and improve swimming sites
TOURISM

Achieving cultural, environmental, and economic sustainability.
7.0 Executive Summary

How can tourism assist the Tribe with achieving cultural, environmental, and economic sustainability? Globally, indigenous peoples are looking to tap into tourism as a means to create jobs, express their culture, and become self-sufficient nations. In 2010 the World Travel and Tourism Council (WTTC) estimated that as a whole the tourism industry makes up for nearly 10% of the world’s Gross Domestic Product, created 1 in 12 jobs, and that the industry is projected to grow 4% by 2022 (WTTC 2010). 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 they just visited. 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 of the overlapping themes shown in Figure 7.0.1, and the amount of indigenous culture incorporated into the attraction is up to the host community to decide.

![Diagram of Indigenous Tourism Model](image)

Figure 7.0.1 Butler and Hinch (1996) Indigenous Tourism Model depicting the different types of tourism.
7.1 Community Participation

In June of 2012, Antithesis Research began the tourism element of the SCMP based on previously collected community input. Tourism is a controversial subject depending on the types of activities suggested and pursued. To gauge the community’s perspective on this element, a static display was created showing ten different examples of tourism ventures that indigenous peoples around the world are pursuing. A total of 80 responses were collected (see Appendix B). These included tourism destinations with cultural themes while others were more mainstream or mass tourism without a cultural theme attached to them. The purpose of the display was to solicit community input about what types of tourism could work for this region and community to stimulate economic growth and potentially highlight Spokane culture by allowing visitors to gain a better understanding of the Tribe’s culture and history. In addition to the static display, the community was asked if they would like to see a tourism industry developed on- or off- the reservation, should Spokane culture be a theme to developing a tourism industry, and any specific ideas that the community may have regarding the development of a tourism industry. The static display and questions were presented at listening posts held outside of the Trading Post in Wellpinit and displayed outside of the Tribal Planning Department in the Administration Building.

Other comments regarding tourism were collected at listening posts as general comments beginning in May of 2011. Comments and results of the survey can be found in Appendix B.
PLAN ADOPTION, MONITORING AND EVALUATION
8.0 Plan Adoption, Monitoring, and Evaluation

**Plan Adoption**
To be determined by Tribal Leadership.

**Updating**
To be determined by Tribal Leadership.

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

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

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

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

**Sustainability Indicators**
A division of the US Housing and Urban Development, the Office of Sustainable Housing and Communities (OSHC) has developed a common framework for tracking progress of sustainable community plans and implementation. These ‘Flagship Sustainability Indicators’ (2012) have been provided to sustainable community grantees as a way to measure progress in achieving the Six Livability Principles (HUD, DOT, EPA, About us, n.d.).
By calculating overall sustainability outcomes, communities have the opportunity to discover how successful they are in incorporating sustainability into policies, operations, and public awareness. The following table lists both the sustainability outcome and indicators, providing an evaluation of outcome success.

Table 8.0.1 Summary of the Flagship Sustainability Indicators

<table>
<thead>
<tr>
<th>Sustainability Outcome</th>
<th>Flagship Sustainability Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Transportation Choice</td>
<td>1.1 Total Percentage of workers commuting via walking, biking, transit, or rideshare</td>
</tr>
<tr>
<td>2. Housing Affordability</td>
<td>2.1 Percentage of renter units and owner units affordable to households earning 80% of HUD area median family income</td>
</tr>
</tbody>
</table>
| 3. Equitable Development    | 3.1. Housing and Transportation Affordability: Proportion of household income spent on housing and transportation costs  
|                              | 3.2 Access to healthy food choices: Percent of total population that reside in a low income census tract AND reside more than one mile from a supermarket/large grocery store (for rural census tracts, the distance is more than 10 miles)  
|                              | 3.3 Access to open space: Percent of population that reside within 1 mile of a park or open space for rural or ½ mile for urban |
| 4. Economic Resilience      | 4.1 Economic Diversification Index                                                                  |
|                              | 4.2 General local government debt to revenue ratio                                                  |
| 5. Growth through Reinvest  | 5.1 Net acres of agricultural and natural resource land lost annually to development per new resident |

Source: (OSCH 2010: 4-5)

Through consistent and frequent monitoring and evaluation the community has the opportunity to assess the effectiveness of implementation strategies put forth in the Sustainable Community Master Plan and the Strategic Action Plan (SAP). Through evaluation, both tribal leadership and the community are able to view results and, if necessary, recalibrate, or if necessary change, policies, projects, and programs to better reflect community goals and values.
Figure 8.0.1 SCMP in relation to other plans.
How The Tribal Comprehensive Plan Works

From the Community Goals come the Governance Goals.

Tribal departments develop work plans and budgets to meet the Governance Goals, based on priorities established by the Tribal Council.

Every Tribal program and activity should have some expected result, and a way of measuring whether it is successful in achieving goals.

The actual results are documented and compared with the expected results.

The Annual Report describes how the work of the Tribe attempted to meet Comprehensive Plan goals, including the work programs, expected results, actual results, and what changes are recommended, if any.

Figure 8.0.2 Potential implementation strategy.
IMPLEMENTATION
9.0 Implementation Strategies

To successfully meet the goals identified by the community and outlined in each element of the Sustainable Community Master Plan, strategic implementation steps will need to be considered by the tribal community, STOI Planning Department, tribal administration, and Tribal Business Council. The following descriptions of implementation strategies are those that are currently known to the community. The list is not meant to be comprehensive and it is believed that these may be employed either as a primary mechanism for implementation or in concert with a variety of strategies. In the Strategic Action Plan being developed in Phase II of the Sustainable Community Project, discussion will include specific community goals and will put forth recommendations for both implementation strategies and actions steps.

The current mechanisms of project, program and policy implementation tend to fall into one of two categories: 'formal' and 'informal.' Formal implementation includes ‘official’ policy and directives, such as resolutions adopted by the Tribal Business Council. Informal implementation occurs when individuals, families, groups, or allies come together to achieve shared goals and common desires. These volunteer alliances and support systems reflect what is best about the Spokane Tribal Community and the Spokane People: a willingness to help those in need, to maintain a strong bond with one another and to build a deep and lasting sense of community.

**General Membership (Community)**

The General Membership consists of individuals coming together for a common purpose to meet a shared goal. Committed and passionate community members following their hearts to create change. Some might argue that purposeful action by volunteer and devoted community members is the best and only way lasting changes might occur.

**Council Resolution**

Under the authority of Article VIII of the Constitution of the Spokane Indians, the Tribal Business Council may vote on and adopt official resolutions on behalf of the tribal government and community. These resolutions impact individual tribal members as well as approve administrative policy and appointments. Financial decisions affecting the Tribe are also made by Council Resolution. Decisions are processed weekly and a quorum of the business council legislates by majority. Once passed, administrative staff is charged with implementation of legislation.

**Memorandum of Understanding (M.O.U.) / Memorandum of Agreement (M.O.A.)**

Typically conducted by two or more public or private agencies, organizations may decide in agreement to a memorandum of understanding or agreement (MOU/MOA). As a way to implement their shared objectives or policies, MOU’s can be very helpful in defining the roles and responsibilities which each party holds. Further clarification within a Memorandum of Understanding may be offered, including items such as scope of work, timelines, financial obligations and any pathways for mitigation or mediation when
conflicts arise. Tribal departments currently complete MOU’s/MOAs’ on an as needed basis; some may require TBC resolution.

**Regulatory Compliance / Outside Agency Requirements**

Very rarely do projects, funding and implementation come together with no strings attached. Due to the oversight requirements by both governments and financial programs, regulatory and accounting compliance often plays a central role in implementation. The requirements of these agencies may also play a part in defining the actions, activities, and policies of those charged with implementation. Outside agencies include representatives of both Federal and State Government. They may also include service providers such as utility companies, economic development agencies, and healthcare providers. All ‘Government-to-Government’ business is managed by the Tribal Business Council.

**Departmental / Organizational Policies and Procedures**

Implementation occurs at the department (or organizational) level when policies and procedures are adopted. These establish operational ‘protocol’ and instruct those within the organization as to what is required and determined to be the correct course of action. Specific plan Goals and Objectives may either correspond or conflict with a particular organization or department policies and procedures. It is important to be aware of these potential conflicts or opportunities when initiating Goal implementation.
REFERENCES CITED

The purpose for citing references by the Council of Science Editors citation style instead of using the American Psychological Association, as accepted by planners, is that this document will be used by several non-planning professions and tribal departments.

AESE, Inc.


Agency for Toxic Substance & Disease Registry


Allegretto, Silvia


Antithesis Research


Bowles, Samuel, Steven N. Durlauf, and Karla Hoff


Breuer, Brian


Brigman, Shawn

Brundtland Commission Report

Butler, Richard, Tom Hinch (Eds.)

Center for Women’s Welfare

Chalfant, Stuart A.

Chhabara, Rajesh
Clean Energy Project
2012 “What is Energy Efficiency.” Retrieved August 8, 2012 from
http://www.cleanenergyprojectnv.org/about.energy-efficiency

Confederated Tribes of the Umatilla Indian Reservation
2010 “How to Use the Plan.” In “The Confederated Tribes of the Umatilla

Cox, Claude
2012 Personal communication. Tribal Occupational Safety and Health
Administration. Wellpinit, WA.
Occupation Safety and Health Administration. Wellpinit, WA.

Creswell, John W.
2007 Qualitative inquiry and research design: Choosing among five approaches

Davenport, Tim
Debs Publishing Company 1900, pp 1-75.

Dove, Mourning
1990 Mourning Dove: A Salishan autobiography. USA: University of Nebraska
Press.

Early, D.
1993 "What is sustainable Design," The Urban Ecology, Society of Urban
Ecology, Berkley.
Eckstein, Alexander

Ermine, Willie, Raven Sinclair, and Bonnie Jeffery

Ernst, David

Faircloth, Kelly

Federal Communications Commission

Fisher, Gordon
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


Harrington, Charles


Hayek, Friedrich A., and Bruce Caldwell

2007  *The Road to Serfdom: Text and Documents-The definitive addition* (collected works Vol 2.). University of Chicago Press.

Holling, Crawford S.


Indian Country Today.

2010. Editorial. Tribal economies informed by culture are key.

Jamestown S'Kallam Tribe


Kramer, Becky

Litman, Todd  

Miller, Robert J.  
2012  Reservation Capitalism; Economic Development in Indian Country.  
Praeger Press.

Obama, Barrack (U.S. President)  

Partnership for Sustainable Communities  

Radford, Chamisa  
2008  “Spokane Tribal Transit Feasibility Study.” Spokane Tribal Planning and Economic Development Department. Wellpinit, WA.

Rechard, P.A., and R. McQuisten  

Reliable Prosperity  
Rosenbaum, Kenneth L.

Ross, John A.
2011 *The Spokan Indians*. Spokane, WA: Michael J. Ross

Peone, Rudy

Rolland, Richard and Winchell, Dick

Russell, Randy
2012 Personal communication. Spokane Tribal Police. Wellpinit, WA.

Sandefur, Gary D.

Schill, Michael H., and Susan M. Wachter
Sherwood, Alex

Smith, Linda Tuhiwai

Spencer, Mike

Spokane Indian Housing Authority
1997  “By-Laws of the Spokane Indian Housing Authority.” Spokane Tribe of Indians. Wellpinit, WA.

Spokane Tribe of Indians
2011  “Spokane Indian Reservation FY 2011 Indian Reservation Roads Inventory.” Roads Department. Wellpinit, WA
2004  “Spokane Tribe of Indians Comprehensive Plan.” Wellpinit, WA.
Union of Concerned Scientists

Urban Land Institute

U.S. Department of Agriculture

U.S. Department of Health and Human Services

U.S. Department of Housing and Urban Development
2012 “Guidance on Performance Measurement / Flagship Sustainability Indicators.” HUD, Office of Sustainable Housing and Communities.


U.S. Department of Interior


U.S. Economic Development Administration


U.S. Environmental Protection Agency


Vieira, P. F.

Verner, Mary
2012  Personal communication. Tribal Enterprise Board. Wellpinit, WA

Von Mises, Ludwig
2009  *Socialism: An Economic and Sociological Analysis*. Ludwig Von Mises Institute, Auburn Alabama.

Washington State Department of Labor & Industries

World Travel and Tourism Council

Wright, Mary C.
Wynecoop, David C.

1969  *Children of the Sun: A History of the Spokane Indians*. Wellpinit, WA: Published by the Author.

Youth for a Sustainable Future

2011  Youth for Sustainable Housing (Video File retrieved from http://www.youtube.com/watch?v=ntEWhcXjD3I&noredirect=1
Appendices

Appendix A – Project Narrative Products and Outcomes

Appendix B – Community Data

Appendix C – Community Outreach Plan – Plan for the Sustainable Community Project Grant

Appendix D – Definition of Poverty Threshold, Minimum Wage, Livable Wages, and Sustainable Wages

Appendix E – Energy Efficient/Culturally Relevant Housing Concepts for the Spokane Tribe of Indians

Appendix F – STOI/EPA Spokane Indian Reservation Water Inventory

Appendix G – 2011 Spokane Tribal Youth Workers Parks and Recreation Script and Inventory

Appendix H – Wellpinit Mini-Charette (Agency Square Re-Design)

Appendix I – The Spokane Tribe of Indians: A Socio-Economic Profile

Appendix J – Glossary