

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

February 2021



COMMENTS and ACKNOWLEDGEMENTS

The Confederated Salish and Kootenai Tribes' (CSKT) Economic Development Office would like to thank all of the Tribal members (over 771 people) who participated in the 2014 Sustainable Economic Development Study and Job and Training Needs Survey, and at public meetings over the past few years to discuss Tribal economic development priorities and strategies. This input helped shape the Workforce Development and Business Assistance strategies of this Plan, and helped identify the priorities that you feel we should be addressing in economic development. We appreciate your thoughts and ideas.

We would like to thank our partners who also assisted with development of this Comprehensive Economic Development Strategy. Project Partners (Steering Committee members) include Sam Wall (S&K Business Services and Sovereign Leasing and Financing, Inc.), Ruth Swaney (CSKT Finance Office), Erin Krantz (Job Service Polson), Marie Hirsch (Arlee Community Development Corporation), Stacey Sherwin, Tracie McDonald and Terri Cordier (Salish Kootenai College), Michelle Mitchell (Tribal Education Department), Patricia Courchane and Traci Couture (Department of Human Resource Development), Melinda Charlo (Tribal Personnel Indian Preference Office), Jody Perez (Salish and Kootenai Housing Authority), Jean Matt (Mission Valley Power), and Bryon Miller (S&K Gaming). We would also like to thank Velda Shelby, Jennifer Finley and James Bible who have either assisted with editing this document or have provided assistance to the Committee.

Most importantly, we would like to thank the Tribal Elders and the Tribal Council for their thoughtful guidance and perspective. Tribal Council members include: Shelly R. Fyant (Chairwoman), Anita Matt (Vice-Chair), Ellie Bundy (Secretary), Martin Charlo (Treasurer), Carole Lankford, Fred Matt, James V. Matt, Len TwoTeeth, Charmel Gillin and Michael Dolson.

-- Janet Camel, CSKT Planning Director and Principal Author

-- Sam Wall, EDA Planner for CSKT

**RESOLUTION OF THE TRIBAL COUNCIL
OF
THE CONFEDERATED SALISH AND KOOTENAI
TRIBES OF THE FLATHEAD RESERVATION, MT**

**RESOLUTION APPROVING THE CONFEDERATED SALISH AND KOOTENAI
TRIBES' COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**

BE IT RESOLVED BY THE TRIBAL COUNCIL OF THE CONFEDERATED SALISH AND KOOTENAI TRIBES THAT,

WHEREAS, the Tribal Council of the Confederated Salish and Kootenai Tribes is the duly recognized governing body of the Flathead Reservation; and

WHEREAS, the Confederated Salish and Kootenai Tribes are committed to the sound planning and management of Flathead Reservation resources; and

WHEREAS, the Confederated Salish and Kootenai Tribes (CSKT) have directed the Office of Economic Development (EDO) to fill the important need of diversification of revenues and protection of resources as the Tribes strive for self-sufficiency and planned economic development opportunities; and

WHEREAS, the EDO with the Workforce Enhancement/Entrepreneurship/Economic Development Coalition, had completed a Job and Training Needs Survey and a Sustainable Economic Development Study to identify regional or Reservation-based industry growth trends, employment opportunities, Tribal member workforce gaps, and related employment enhancement strategies to guide sustainable Tribal economic development on the Flathead Reservation; and

WHEREAS, the EDO and Coalition have used the Survey and Study results, data and goals from other Tribal and regional plans, as well as significant data updates from S&K Business Services and input from Tribal staff and the Tribal community at district meetings, coalition meetings, meetings with Tribal Elders, and meetings with the Tribal Council to develop a Draft Comprehensive Economic Development Strategy; and

WHEREAS, the Draft Strategy has been available for public comment for 30 days, since February 22, 2021, with said notice listed on the home page of the CSKT Economics public website since that date, and printed in the Char-Koosta News on February 24, 2021, and March 4, 2021, with links to electronic copies available since February 22 and paper copies available upon request;

NOW, THEREFORE, BE IT RESOLVED that the Tribal Council of the Confederated Salish and Kootenai Tribes of the Flathead Reservation hereby adopts the Confederated Salish and Kootenai Tribes' Comprehensive Economic Development Strategy.

CERTIFICATION

The foregoing resolution was duly adopted by the Tribal Council of the Confederated Salish and Kootenai Tribes on March 25, 2021, with a vote of 8 for, 0 opposed, and 2 not voting, pursuant to the authority vested in it by Article VI, Sections I(a), (c) and (u) of the Tribes' Constitution and Bylaws; said Constitution adopted and approved under Section 16 of the Act of June 18, 1934 (48 Stat. 984), as amended.

ATTEST:


Tribal Secretary


Chairwoman, Tribal Council

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1 EXECUTIVE SUMMARY

The Confederated Salish and Kootenai Tribes' (CSKT) Comprehensive Economic Development Strategy (CEDS) or Strategic Economic Development Plan includes goals, objectives and action steps for the next five years and beyond to improve the Flathead Reservation economy. It includes input from Tribal members, Tribal government programs, the nonprofit sector, and the private sector, including Tribal corporations and small businesses. The Plan also incorporates issues identified over the past several years in the State of Montana's Main Street Montana strategic planning process and in multiple Tribal cultural and natural resource plans and policies. CSKT's Comprehensive Economic Development Strategy was developed with input from an interdisciplinary, interagency steering committee. The partners who comprise that committee include:

- Salish Kootenai College
- Job Service Polson
- Montana Department of Commerce
- Lake County and Arlee Community Development Corporations (non-profits)
- Mission Valley Power – local electric utility
- S&K Business Services
- S&K Gaming
- Multiple Tribal government departments including Personnel, Education, Finance, Economic Development, Human Resources Development

Prior to the onset of the COVID-19 pandemic, the Tribal Council, Salish/Pend d'Oreille Culture Committee and Elders, and Kootenai Culture Committee and Elders also played a role in reviewing the list of proposed economic development activities outlined in this document.

CSKT receives annual funding from the U.S. Department of Commerce Economic Development Administration (EDA) to conduct economic planning activities. An outcome of these activities is a re-write of CSKT's Comprehensive Economic Development Strategy (CEDS) every five years. The CSKT also receive funding from the Montana Department of Commerce to provide technical assistance to entrepreneurs and to conduct feasibility studies for Tribal projects.

The following strategic plan meets CSKT's goals and objectives for economic development, and incorporates the information gained in CSKT's 2014 Sustainable Economic Development Study as well as new information obtained since.

According to EDA, a Comprehensive Economic Development Strategy or CEDS, "is designed to bring together the public and private sectors in the creation of an economic road map to diversify and strengthen regional economies" (EPA CEDS Summary of Requirements).

This strategy describes the background setting of the Flathead Reservation economy, including information about Tribal history, demographics, the physical environment, existing Tribal businesses, job training programs and entrepreneur resources, as well as economic trends, the relationship to the outside economy and other economic performance factors.

The Plan identifies the strengths and weaknesses of the Reservation economy, as well as opportunities and threats, which is called a SWOT analysis. The SWOT analysis, in concert with CSKT's values and goals for Reservation development, guides CSKT's economic development strategy and action plan.

Evaluation and performance measures are incorporated into the Action Plan, as well as a strategy for addressing economic resilience.

2 FLATHEAD RESERVATION ECONOMIC SETTING

The Flathead Indian Reservation is home to three tribes—the Bitterroot Salish, the Pend d’Oreille, and one band of Kootenai people. The Reservation is situated between the two largest cities in Western Montana—Missoula and Kalispell. U.S. Highway 93 is the main transportation artery in Western Montana, spanning the length of the Reservation, and connecting it to Missoula, Kalispell, and beyond.

The Reservation encompasses more than 1.3 million acres, and intersects with four counties—Lake, Missoula, Sanders and Flathead. There are four incorporated cities or towns on the Reservation—Polson, Ronan, St. Ignatius and Hot Springs—and several other non-incorporated communities. These include the Flathead Lake-side communities of Dayton, Elmo, Big Arm, Finley Point and Blue Bay in addition to Pablo (where the Tribal headquarters is located), Charlo, Ravalli, Arlee, Evaro, Dixon, Camas Prairie, Lonepine and Niarada. Because the Reservation was illegally opened to non-Tribal settlement in 1910, some of these communities have greater numbers of Tribal residents than others.

The Flathead Reservation is unique in that it is the last, remaining homeland of three distinct Native American tribes. It is essential that the reader of CSKT’s economic strategy understands the history of the Tribes and the make-up of the Reservation before studying the Tribes’ strategies for future development.

2.1 CONFEDERATED SALISH AND KOOTENAI TRIBES’ HISTORY

The history presented here is an excerpt of the History and Culture Chapter of CSKT’s [Flathead Reservation Comprehensive Resources Plan](#) (1996). It is a “compilation of Tribal elders’ oral histories, European-American historical interpretations, and professional research on treaties and other documents. Because language barriers and cultural differences have, at times, led western historians to misunderstand events that involve the Tribes, it is useful to draw upon the oral histories of the Salish and Kootenai peoples as well as the historical record.

SALISH CULTURE (Sqélix^w— The People)

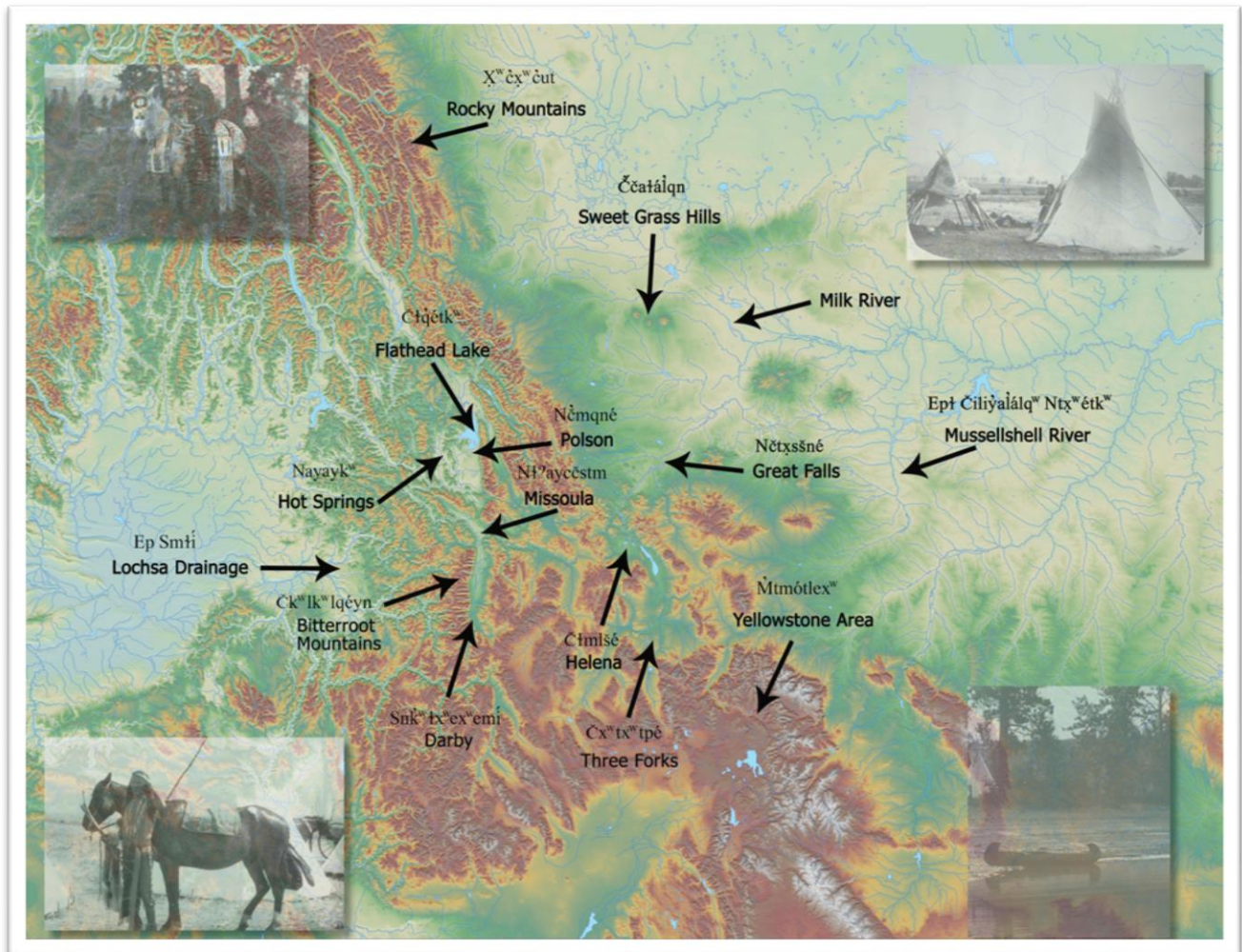
“On the Flathead Reservation, the designation ‘Confederated Salish’ encompasses not only the Bitterroot Salish and the Pend d’Oreilles, but also Kalispel and Spokane Indians who settled on the Reservation. Elders say that these and other tribes were once one Salish speaking tribe. Thousands of years ago this ancestral tribal group divided into a number of different bands that later became tribes and occupied much of the Northwest, from British Columbia to Montana and beyond....²

“Before the time of the Reservation, the Salish tribes gained subsistence from a tribal system of hunting, fishing and harvesting. The quest for food began in the early spring with the bitterroot harvest.... Along with bitterroot, the people harvested other plants ... [for food and medicine].... The people fished year-round. In summer and fall, the Salish hunted and picked berries.... All of these activities were communal; the people worked together and helped each other.

“In the fall, the men concentrated more on hunting, while the women dried the meat and prepared hides for robes and buckskins. The Salish hunted many different animals, but mainstays were deer and bison. Every year, the people traveled east of the mountains, where game animals were plentiful....

“After a group hunt, the hunters divided the meat among all the people in the camp. They piled cut meat in one place, and people from each lodge took what they needed. The successful hunters shared with those who were unsuccessful. The Tribe used everything and wasted nothing.

“The Salish spent the winter months trapping and fishing. Women repaired clothing and sewed new garments from deer and elk skins. They decorated their work with porcupine quills colored with natural dyes.



A Portion of the Aboriginal Territories of the Salish & Pend d'Oreille People – Map courtesy of CSKT Salish/Pend d'Oreilles Cultural Committee and Natural Resources Department GIS Program (CSKT Climate Change Plan, 2013)

“The earth was good to the tribes. It provided not only food, but also material for making lodges, tools, clothing, and games. The Salish made lodge coverings from elk and buffalo hides and fashioned tools such as needles, mauls and grinding stones from wood, bone and rock. The Salish travelled long distances to collect raw materials not available locally. The Salish had a strong trade relationship with the Nez Perce and traded bitterroot and high quality buckskin for Nez Perce corn husk bags filled with camas....

“Before the introduction of the horse, the Salish used travois to haul possessions between camps. The People built travois by tying a hide between two poles. The load rested in the hide....

KOOTENAI CULTURE (Aq=smaknik—The People)

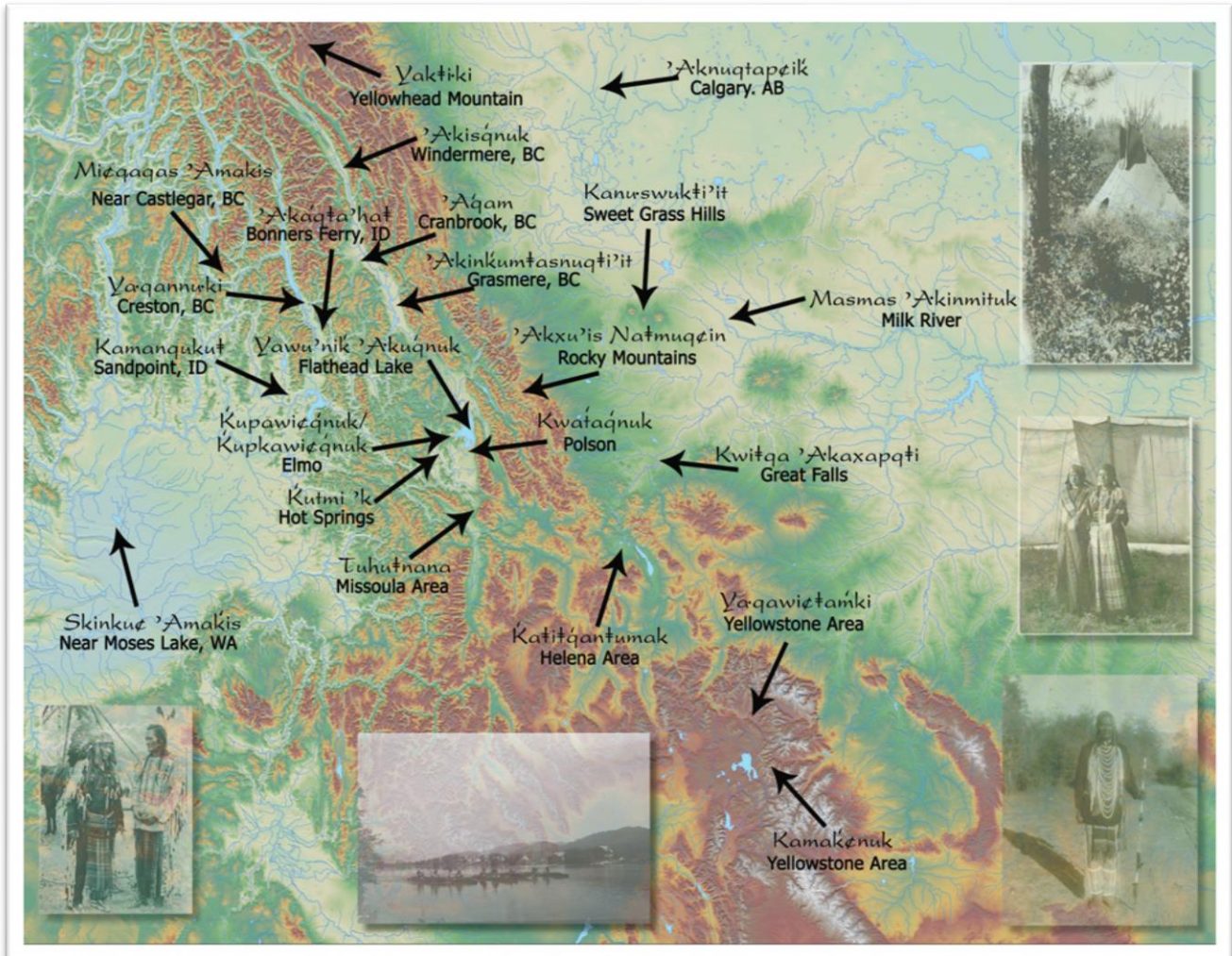
“Before contact with non-Indians, the Kootenai Nation (also spelled Kootenay or Kutenai) numbered over ten thousand. Kootenai Indians inhabited what is now eastern British Columbia, the southern half of Alberta, northern Idaho, eastern Washington and Montana. The Kootenai band that lived in the Dayton area called itself A*kicqanik, which translates as “Fish Trap People.” The name comes from the Kootenai practice of setting traps in the creeks during the large fish runs.

“The Kootenai [also] moved seasonally over a large territory. The seasonal round began in the early spring when the People travelled to fishing grounds. There the Kootenai caught bull and cutthroat trout, salmon, sturgeon, and whitefish using a simple bone device and line, or harpoons with a detachable barbless point. The People also set traps and weirs in streams.

“In early May, as the fishing season came to a close, the root harvest began. The people dug bitterroot, camas and other roots. In mid-June the band traveled east of the divide to hunt buffalo. Weeks later the People returned with heavy loads of meat. From mid to late summer the Kootenai harvested service berries, chokecherries, huckleberries and other fruits. When fall approached, some of the Kootenai organized communal deer drives; others returned to the Plains to hunt buffalo. The Tribe cached surplus food for winter.

“Deer were the most accessible and abundant of the game animals, and deer meat was one of the most essential foods, but the Kootenai also hunted elk, moose, caribou, buffalo, mountain sheep and bear, and birds such as grouse, geese and ducks....

“The Kootenai lived in skin and mat-covered tepees (the latter woven from tulle and dogbane). The People used canoes to transport family and gear, and to fish for salmon and manufactured a unique covered canoe with a long projection at both bow and stern....



A Portion of the Aboriginal Territory of the Ksanka Band of Kootenai Indians -- Map courtesy of CSKT Natural Resources Department and Kootenai Culture Committee (CSKT Climate Change Strategic Plan, 2013)

“During times of peace the Kootenai traded with other tribes, such as the Shoshone, Nez Perce, and Blackfeet. Other tribes coveted the native tobacco cultivated by the Kootenai. The Kootenai traded it and famous tanned buckskin hides for stones used to make pipes, various tools and material goods....

HISTORICAL IMPACTS ON SALISH AND KOOTENAI RESOURCES

For many thousands of years, since time immemorial, the people gained subsistence from a system of hunting, fishing, plant harvest and trade, moving seasonally over a large territory that reached throughout, and beyond, the vast Columbia River Basin. Yet in less than 1/300th of the time of the Tribes’ existence in the Northwest, the Tribal economy changed dramatically.

The late 1600s and early 1700s introduced horses and firearms to the region, making inter-tribal warfare more frequent and deadly. Smallpox and other epidemics struck in the late 1700s. The early 1800s brought the fur trade that wiped out vast populations of bison and small mammals that provided food, materials for tools, and hides for shelter and clothing.

With the signing of the Hellgate Treaty in 1855, the Bitterroot Salish, Pend d'Oreilles, and one band of Kootenai people were linked together as residents of what they believed to be the Bitterroot and Flathead Valleys into Canada. The chiefs ceded millions of acres of aboriginal territory to retain the Bitterroot and Flathead Valleys for the Tribes' exclusive use and benefit, along with the right to hunt, fish, and harvest within uninhabited areas of Tribal aboriginal lands.

The treaty negotiated between the sovereign nations of the United States of America, the Bitterroot Salish, the Pend d'Oreilles and the Kootenai, brought the federal government's promise of peace, health care, education, tools and resources that would assist Tribal leaders in providing for the people.

But promises were not kept and the three tribes were eventually forced to live within the boundaries of the 1.3 million acres of the Jocko Reserve, known today as the Flathead Reservation. Aside from a few small parcels, the Bitterroot Valley was taken from the Salish. Some natives were killed when they hunted on uninhabited aboriginal land outside of the Reservation.

Then more lands were taken, this time from within the Reservation for:

- government agents and the Catholic Church for agriculture and schools
- the railroad
- individual Indian allotments, despite Tribal delegations sent to Washington, D.C., to protest privatization of reservation lands
- over 18,000 acres for the National Bison Range
- nearly 46,000 acres for reservoir or power development
- over 61,000 acres for State school purposes
- over 400,000 acres for homesteaders.

By 1912, the Salish, Kootenai and Pend d'Oreilles Tribes, as three nations, had less than 400,000 acres remaining--much of which was mountainous or inaccessible. While individual Tribal members received private land allotments, some in 1908 and some in 1922, many eventually lost their land tracts to tax sales or fraud. Today, less than 3% of the Reservation is individually-owned trust land.

Non-Tribal business development began affecting the economies of the CSKT as far back as the late 1700s when the fur trade brought the market system to the northwest. A foreign trade system, foreign currency, language, education, legal and land ownership systems took their toll on traditional native economies over the decades—an impact from which it is taking centuries to recover.

And homesteading, land subdivision and land sales to non-Tribal people shifted the population and natural resource balance of the Reservation. In the 1900s, the number of Tribal members living on the Reservation grew by about 2,000 while the non-member population grew by more than 21,000, placing more than 10 times the pressure on the natural resource base as Tribal growth.

After the Tribes were forced to stay within the boundaries of the Flathead Indian Reservation, pro bono attorneys and others helped the Tribes work within the foreign, non-Indian legal and land ownership structure to buy back Tribal lands and take control of Tribal lands and resources.

In 1935, as a result of the Indian Reorganization Act, the Salish, Pend d'Oreilles and Kootenai people adopted a constitution and bylaws and became officially known as the Confederated Salish and Kootenai Tribes of the Flathead Reservation. The Tribes ratified a corporate charter on April 25, 1936, becoming the first tribes in the United States to adopt both a tribal constitution and a corporate charter.

As one of the first 10 self-governance tribes in the nation, the CSKT used the Indian Self-Determination Act of 1976 (Public Law 93-638) to contract with the federal government to assume management responsibility for 65 federal programs on the Flathead Reservation, including management of Mission Valley Power, the Reservation's electric utility. The CSKT also manage 69 Tribal programs and an additional 194 federal, state, and other grant programs, with a \$200 million overall budget in 2019.

Today the CSKT population has grown to over 8,000 members, the majority of whom reside on the Reservation. The total Flathead Reservation population is 31,394, there are 12,381 households and 198 industries on the Reservation, with 14,880 employed individuals (IMPLAN 2019).

The CSKT now own and manage more than 64% of the 1.3 million acre Reservation, and are governed by a ten-member, elected Tribal Council that represents Tribal members from eight geographical districts on the Reservation—Arlee, Dixon, St. Ignatius, Ronan, Pablo, Polson, Elmo and Hot Springs. The CSKT employ 1400 people (including 200 seasonal employees), 80% of whom are CSKT members.

2.2 DEMOGRAPHIC AND SOCIOECONOMIC DATA

2.2.1 POPULATION DATA

After the federal government opened the Reservation to non-Tribal settlers in 1910, non-Tribal population growth outpaced Tribal growth during much of the 20th century. The 1970 Census reported that the American Indian to non-American Indian ratio of population was approximately 1 to 5, which may have been partly due to the under-reporting of tribal people.

More recent surveys show that the ratio of American Indians to non-Indians was 1:3 in 1990, and nearly 1:2 in 2000 and 2010 (U.S. Census Bureau). The following table shows that from 1990 to 2000, the American Indian population grew by 2,753¹, while the non-Indian population grew by 2,160. From 2000 to 2010, the American Indian population rose by 1,255, while the non-Indian population increased by 932. However, from 2010-2019, the American Indian population grew by only 403 and the non-Indian population grew by 1,164 (U.S. Census American Community Survey 2015-2019).

	1990	2000	% Change 1990- 2000	2010	% Change 2000- 2010	2019	% Change 2010- 2019
AI/AN	5,130	7,883	54%	9,138	16%	9,541	4%
Non-Indian	16,129	18,289	13%	19,221	5%	20,385	6%
Total	21,259	26,172	23%	28,359	8%	29,926	5%

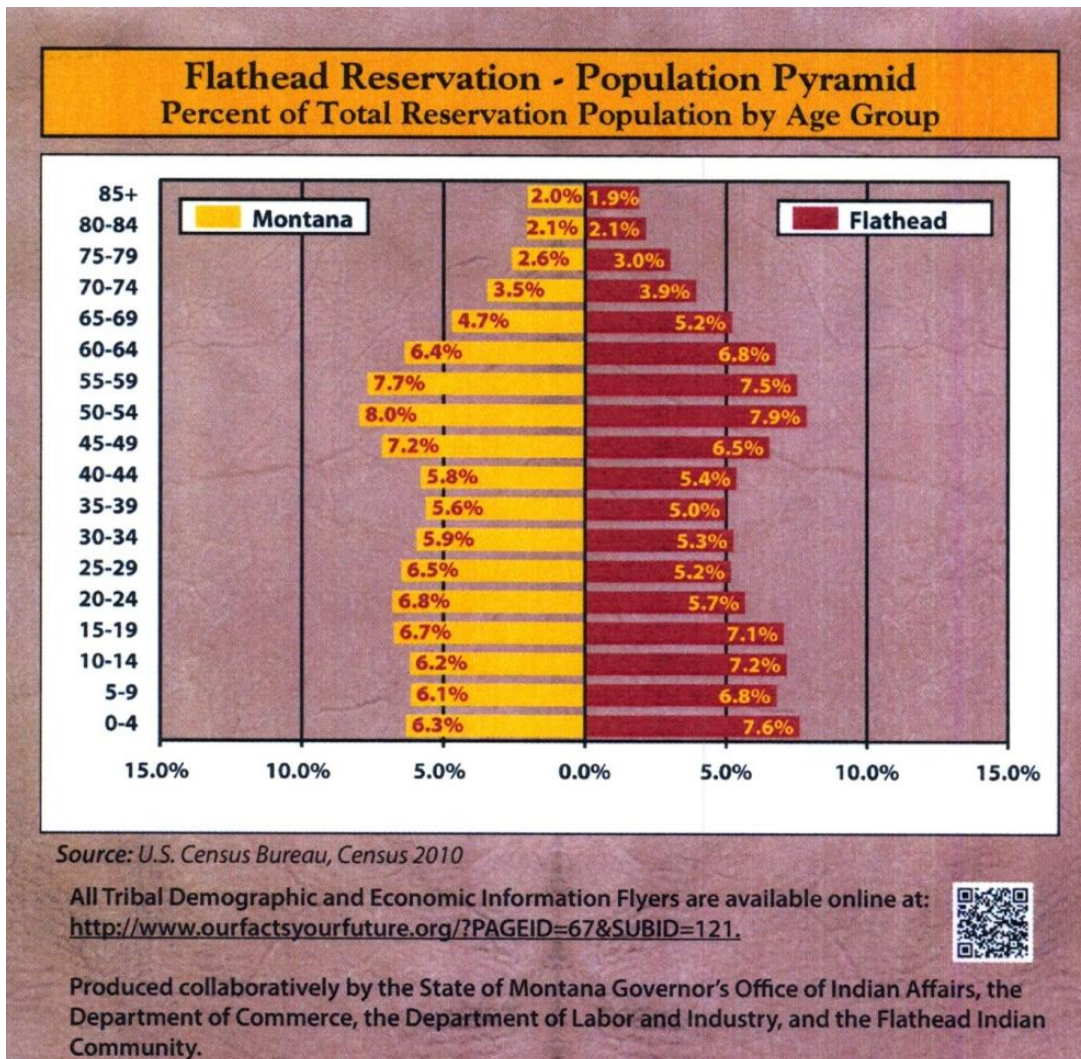
There are 8,045 enrolled CSKT members, 5,327 of whom live on the Reservation (Tribal Records and Enrollment Office, 12-8-20). Members of other tribes make up the remainder of the Reservation American Indian population.

The number of individuals who identify themselves as being of American Indian or Alaska Native (AI/AN) descent has increased over at least the past three decades, now that some of the stigma has been eased of being identified as a member of a minority group. The Confederated Salish and Kootenai Tribes, as a sovereign nation, have jurisdiction and the associated reality of providing public services to all people, with an emphasis on serving the Native American people living within the Reservation boundaries. In most cases, those eligible for available governmental services are those identified as AI/AN alone or in combination with other races. All AI/ANs are potentially eligible to access CSKT programs, including housing, Tribal health, human resource development, energy assistance, and general assistance. With an increasing AI/AN population on the Reservation, stress on CSKT governmental services and resources will continue.

The Reservation’s AI/AN population has been, and continues to be, a very young population compared to the State of Montana and national populations. However, the median age has started to climb. Census Bureau ACS estimates for 2015-2019 for the Lake County portion of the Reservation, state that the median age of those identifying as AI/AN alone is 20-24 years of age while the median age within the total population was 42.3. In the year 2000, the median age had dropped to between 17 and 19 years of age among the Reservation AI/AN population, while the median age of the total population was 37.5. In the Sanders County portion of the Reservation,

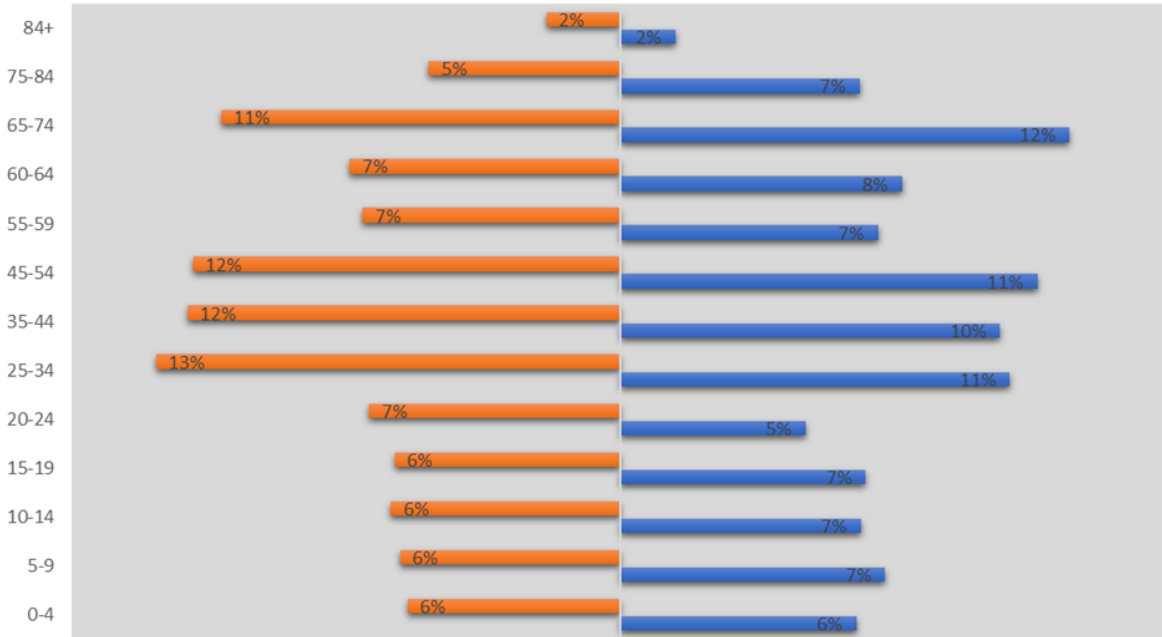
¹ The numbers listed in this paragraph and in the following table for the American Indian population include those individuals who identified themselves solely as American Indians or Alaska Natives, in addition to those who identified themselves in combination with one or more other races.

the Native population is older now with a median age of 44 as reported in the ACS 2015-2019 estimate, while the general population showed a median age of 49.8 in the 2010 Census. Meanwhile, Missoula County shows a median age of 32 among the AI/AN population living on the Reservation (2015-19 ACS estimate), and 34.2 among the total population (2010 Census). Median age of the total U.S. population remains at 38.1 according to the 2019 five-year ACS estimate. The following graphs depict age and gender statistics for all Reservation residents, as compared to the State of Montana:



Flathead Reservation-Population Pyramid Percent of Total Reservation Population by Age Group

■ Montana ■ Flathead



Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates

<https://www.census.gov/tribal/?st=30&aianihh=1110>

It is important to note that the table for the American Indian population only includes those individuals who identified themselves as AI/AN alone in the 2010 census and in the 2015-2019 ACS. These do not include the additional 2,096 individuals who identified themselves as AI/AN in combination with other races in 2010 and the 1,825 individuals who identified themselves as AI/AN in combination with other races in 2019 ACS estimates.

2.2.2 SOCIOECONOMIC DATA

The following data on industry, employment, worker classes, earnings, and households—except where specifically noted—was developed by the Montana Department of Labor and Industry using U.S. Census Bureau data from the 2019 American Community Survey, with estimates for each subsequent year created by the Bureau. Employment numbers for listed businesses and government agencies are current as of November 2020, and were collected through direct contact with the businesses’ or government agencies’ personnel departments.

2.2.2.1 PER CAPITA INCOME AND COST OF LIVING

The following tables compare Reservation per capita and mean income with State of Montana and national income levels. The first table lists more current 2019 data, but it groups non-Indian data with AI/AN data and off-Reservation county data with on-Reservation county data. The second table reflects slightly older data (2013 ACS), but it shows the difference between AI/AN income levels and total Reservation population per capita and median income and only reflects on-Reservation income levels.

**Total Reservation Population Per Capita and Median Income Comparisons (2019)
with On and Off –Reservation County Income**

County	Per Capita Income	Mean Income	Median Income	Cost of Living
Flathead Reservation:	\$24,815	\$56,695	\$44,262	94
Lake:	\$25,388	\$63,517	\$48,829	98.1
Sanders:	\$25,309	\$56,419	\$40,823	92.4
Missoula:	\$31,897	\$74,060	\$54,062	104.4
Flathead:	\$31,694	\$76,591	\$56,182	102.5
State of Montana:	\$31,151	\$74,190	\$54,970	94

**American Indian (AI/AN) and Total Reservation Population
Per Capita and Median Income Comparisons (2013)**

AI/AN Population/ Total Population In County Portions of the Flathead Reservation	AI/AN as a Percent of Reservation Populace Incomes	AI/AN as a Percent of Montana Incomes	AI/AN as a Percent of National Incomes
Per Capita Income:			
Lake: \$14,525/\$20,466	71%	57%	51.5%
Sanders: \$12,591/\$16,017	78.6%	49.6%	44.7%
Missoula: \$17,534/\$22,463	78%	69%	62.3%
Median Income:			
Lake: \$28,921/\$36,621	79%	62.5%	27.4%
Sanders: \$19,219/\$25,585	75%	41.5%	23.7%

Despite the overall growth in per capita income from 2013 to 2019, Flathead Reservation per capita income continues to lag when compared to the off-Reservation bordering land bases which include portions of Lake, Sanders, Flathead and Missoula Counties.

Not only does the total Reservation per capita income lag behind that of its neighbors, the trends identified in the 2013 ACS data show that AI/AN income lags far behind non-AI/AN per capita income on the Reservation. Among the AI/AN population in Lake County within the Reservation boundary, per capita income was 71% of the total Reservation population income within Lake County, 57% of Montana per capita income, and 51.5% of national income. In Sanders and Missoula counties within the Reservation, per capita income for AI/AN was 78.6% and 78% of the total Reservation population per capita income respectively, and 49.6% and 69% of Montana, and 44.7% and 62.3% of the national per capita income. This means the Reservation AI/AN per capita income runs from 49.6% to 69% of the Montana per capita income, and from 44.7% to 62.3% of the national per capita income.

This lesser Reservation per capita income is somewhat to be expected. Montana's urban areas, where average incomes tend to be higher, dominate both the regional and the state averages. The Flathead Indian Reservation, being largely a rural area, would be expected to have somewhat lower average incomes. But the "gap" between the Reservation and both the state and regional incomes has been significant, while cost of living does not necessarily run proportionately less. In the mid-1970s, average income on the Reservation was 25 percent below the regional and state averages. During the 1980s that gap had closed significantly. By 1990, the Reservation average was about 15 percent below the state and regional average and had closed to within 13% of the state average by 1999. In more recent studies, and according to the American Community Survey in 2019, the Flathead Reservation is 14% below regional averages and 23% below state averages.

Cost of living also factors into overall economic wellbeing. While cost of living estimates are around 10% lower on the Reservation than the national average, these costs are estimated for an average household size of 2 persons. For parity to exist, per capita income will need to be significantly higher to come close to meeting normal costs of living. The cost of living when compared to national averages for Lake County is 98.1% and Sanders Counties is 92.4%, while it is 104.4% for Missoula County. (Flathead County statistics are not relevant as the County only overlaps slightly onto the Reservation, with only a few people living in that portion of the Reservation.)

For the most part, AI/AN income on the Reservation ranges from 45% to 69% of either per capita or median income when compared to the State of Montana and national general populations. According to the ACS 5-year estimate, 23% of AI/AN (alone²) families with children are headed by a married couple, while 68.6% of white households with children are living in married couple households--almost 3 white families with two parents, to 1 AI/AN family with two parents. This indicates the likelihood of many more white families having the luxury of two income earners within the households with children, than in the AI/AN families. Cost of living is based on two per

² The term "alone" or "only" refers to the American Indian population numbers where individuals identified themselves as "only" American Indian, and does not include the number of American Indians who identified themselves as American Indian in combination with other races.

household. This indicates that Reservation AI/AN families are not only making less, but the cost of living is also disproportionately higher, especially for families with more children. The counties with the younger populations (Lake and Missoula) have an average of 2.4–2.5 persons per household--further evidence of inadequate salaries to cover the average cost of living.

2.2.2.2 POVERTY

The incidence of poverty among American Indians on the Reservation in 1999 was almost three times the incidence of poverty among whites on the Reservation (52% for American Indians, 18% for whites). Whites living on the Reservation in 1999 had poverty rates similar to those of the state as a whole (17%), which were slightly higher than the national averages. Over the 1980s, the difference between Indian and white poverty rates had narrowed significantly--the Indian poverty rate falling from about three times the white rate to "only" two times the white rate. Unfortunately, this trend reversed in the 1990s, and was again near triple the rate for whites living on the Reservation. And more recently, 2019 ACS data shows the poverty rate for Indians (AI/AN), there are still differences in the poverty level as displayed in the table below:

Poverty Rate (ACS 2019)	AI/AN	White	All
Flathead Reservation	32.8%	15.9%	20.9%
United States	24.9%	11.1%	13.4%

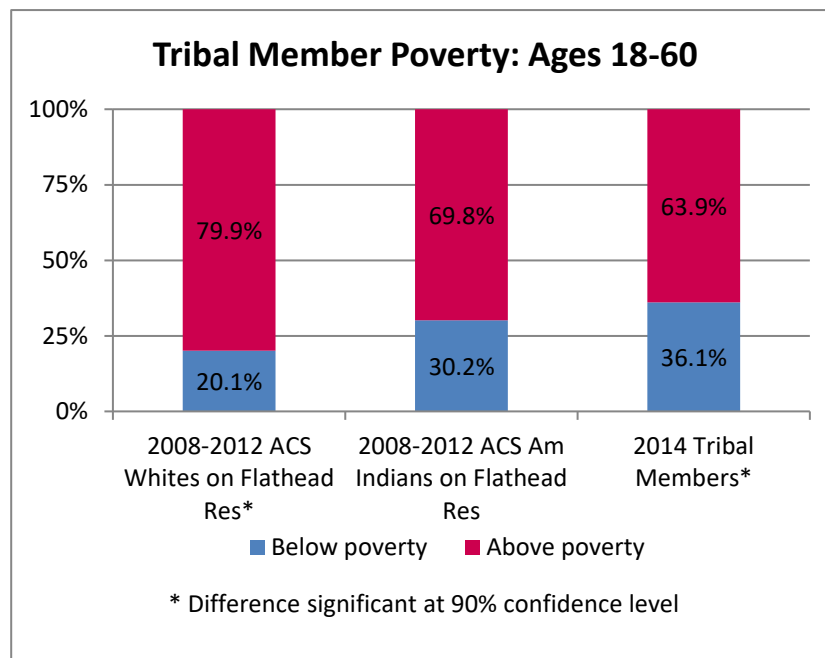
The much higher incidence of poverty among Indians on the Reservation is caused in large part by the demographic characteristics of the Indian population rather than by the employment and earnings characteristics of Indians and whites. Younger children, the number of children per household and family organization all have a strong influence on the incidence of poverty.

Young children, households with more children, and households headed by single females are much more likely to experience poverty regardless of the racial characteristics of the household. For example, in the 2015-2019 ACS estimate 45.9% of female-headed households with related children under the age of 18 were below poverty. Considering all individuals in Lake County, 34.3% of AI/AN (alone) were estimated to be below poverty while 14% of white individuals are estimated to be below poverty--indicating that poverty still strikes Indians at more than twice the rate as whites.

When looking at CSKT member households that are below poverty and just above the threshold, one can see a similar trend. The 2014 CSKT Job and Training Needs Survey found that the median, 2013 household income for all responding Tribal members was \$29,000. The U.S. Census Bureau's American Community Survey (ACS) 5-Year estimates for 2008-2012 found a median household income for American Indians living on the Flathead Reservation of \$28,284. The Job and Training Needs Survey median income was well within the ACS margin of error of +/- \$3,008.

The following graph presents the proportion of Tribal members who live under the poverty threshold, and compares this number to that found in the U.S. Census Bureau's ACS for American Indians living on the Flathead Reservation and Whites living on the Reservation. Nearly 2 in 5 Tribal members, ages 18-60 (36.1%), lived in a household at or below the poverty threshold,

according to the Job and Training Needs Survey. In contrast, about 1 in 5 Whites (20.1%) who lived on the Flathead Reservation ages 18-64 lived in households at or below the threshold.



Readers may note that U.S. Census Bureau’s 2008-2012 ACS found a slightly lower proportion of American Indians living at or below poverty (30.2%) when compared to the Jobs and Training Survey finding. However, this difference is within the ACS margin of sampling error. Readers should also keep in mind that the ACS does not publish the proportions of persons on the Flathead Reservation who live in near-poverty households, or within 101%-150% of the poverty threshold.

2.2.2.3 EDUCATION ATTAINMENT

According to the ACS 5 year estimate for 2009-2013, the American Indian/Alaskan Native (AI/AN) (alone) population within Lake County has an 82.5% high school or equivalency completion rate, while the total population of Lake County has an 89.7% completion rate. The gap in education attainment widens at the bachelor’s degree level. While 15.8% of the AI/AN (only) population in Lake County had attained a bachelor’s degree or higher, the percentage of all people in Lake County with a bachelor’s degree or higher was 23.3%. (This is an increase of 5% among the AI/AN population since 2000.) In Montana, 13% of the AI/AN population have attained a bachelors’ degree, as compared to 28.7% of Montana’s total population. The female AI/AN (only) attaining a bachelor’s degree or higher out-numbered the AI/AN (only) males almost 3 to 1.

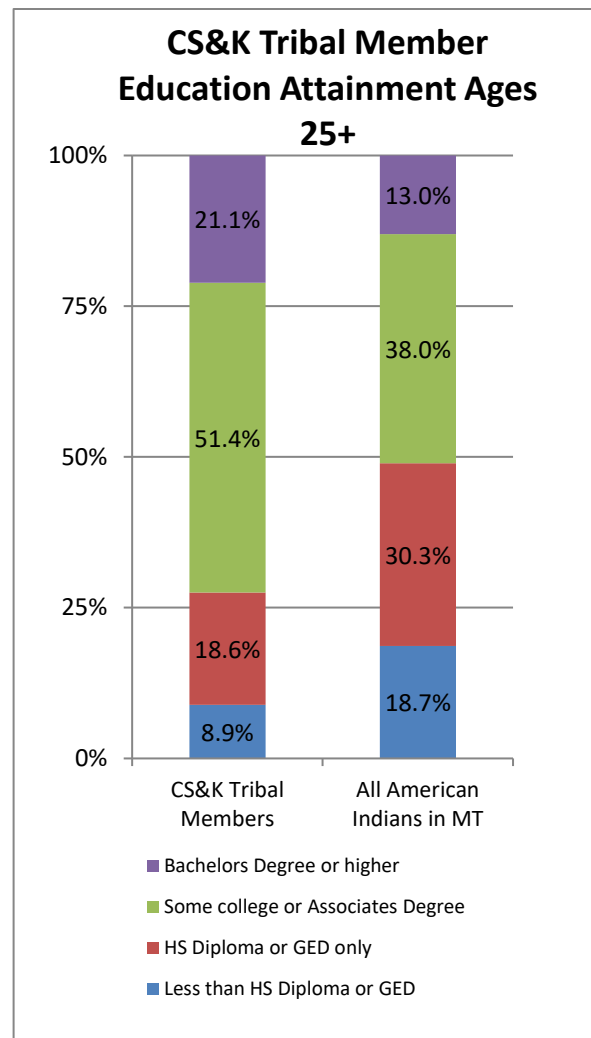
The trend showing an increase in degree attainment is positive news for Indian country, yet AI/AN overall achieve a lower degree of education attainment than white people living on the Flathead Reservation.

However, according to CSKT's 2014 Sustainable Economic Development Study, education attainment appears to be higher for CSKT members than for all AI/AN living on the Reservation. The following table presents a detailed illustration of the education levels completed by 771 Tribal members, ages 18-60, who replied to CSKT's 2014 Job and Training Needs Survey, the results of which are summarized in the Study. A complete copy of the Study is located on CSKT's Economic Development webpage at www.cskteconomics.org/planning-and-development.

In addition to the levels of education attained as represented in the table, about 1 in every 10 (10.1%) Tribal members reported that they were currently enrolled in school or college. More than half of these Tribal members were enrolled in undergraduate college (6.3%); another 2.0% were seeking a graduate-level degree. The remaining Tribal members were seeking a GED or vocational training.

The level of education attainment reported by Tribal members provides reason for optimism regarding future Tribal economic prospects. The following graph demonstrates that Confederated Salish and Kootenai Tribal members who responded to the survey have attained higher levels of education than the Montana American Indian community as a whole. In particular Confederated Salish and Kootenai Tribal members have earned proportionately more Bachelor's Degrees (21.1%) than have all American Indians in Montana (13.0%). Similarly, a majority of CSKT members (51.4%) have attained at least some college or vocational education, compared with only 30.3% of all American Indians in Montana.

Tribal Member Education Attainment: Ages 18-60	
Education Attained	% Tribal Members
No schooling completed	2.2%
Grade 1 through 11	5.6%
12th grade – no diploma	1.9%
Regular high school diploma	12.6%
GED or alternative credential	8.1%
Less than 1 year of college or vocational credit	15.3%
1 or more years college or vocational/ Job Corps credit, no degree	22.2%
Job Corps completion	1.4%
Associate’s degree	11.4%
Bachelor’s degree	14.4%
Master’s degree	4.0%
Professional degree beyond a bachelor’s degree	0.8%
Doctorate degree	0.3%



Businesses and governments require not only education to qualify for some jobs, but also professional licenses and certifications. A significant proportion of Tribal members reported that they have earned a broad range of professional licenses or certifications. Overall, just over one-third (36.4%) of Tribal members said they have earned a professional license or certification. Some of these are combined with educational degree programs and some are not. Additional information related to Tribal member licenses or certifications, and other job skill training can be found in the Study.

2.2.2.4 UNEMPLOYMENT RATE

The unemployment rate for American Indians in 2010 was reported by the Census to be 15.1% while it was only 8.7% for whites.

According to the ACS Community Survey 5 year estimate (2009-2013), the unemployment rate overall in Lake County among those 16 and older was 14.9%. Among the AI/AN (only) the unemployment rate was 27.3%. This means almost 1 in 3 AI/AN in Lake County were in the labor

force, but not finding employment. With the AI/AN population having a younger median age, it would be expected that there would be a higher percentage of AI/AN in the labor force. While more recent 2015-2019 ACS data shows that the unemployment rate for Lake County had dropped to 4%, and the total Reservation unemployment rate had dropped to 7.4%, it is presumed that unemployment rates have increased due to the 2020-21 COVID-19 pandemic. 2020 census data will provide a more detailed picture of Reservation unemployment when the data becomes available.

2.2.2.5 LABOR FORCE CHARACTERISTICS

In 2019, the Reservation had approximately 23,332 people over the age of 16. Of those, 13,164 were considered to be in the labor force, with 12,185 employed and 979 out of work.³ These numbers include both Tribal members, members of other tribes and non-Indians. In 2013, the Reservation had approximately 11,687 people employed. The University of Montana Bureau of Business and Economic Research estimated that during this same year, there were 2,787 American Indians, ages 16 and older, who were employed on the Reservation (23.8% of the total employed population). According to the U.S. Census Bureau, the percentage of American Indians living on the Reservation was 31.8% in 2012. This tells us that, while nearly 1/3 of the Reservation population is Native American, less than ¼ of the total employed population is Native American.

Of the 12,185 Native Americans and non-Indians who were employed on the Reservation in 2019, 8,178 were employed in private industry and 2,856 were employed in Tribal, federal, state or local government. The “local government category” includes Tribal, city and county governments as well as education employment within the local schools. The employees of Tribally-owned businesses are also categorized as Tribal government employees within the Census Bureau American Community Survey.

The majority of those employed in the private sector were employed within the management industry (4,224 jobs), the service industry (2,858 jobs [mainly health care]), sales (2,646), production (1,448) and natural resources that included construction and maintenance (1,309 jobs).

Most of these workers are employed by one of the following employers on the Reservation. CSKT is the dominant employer, accounting for 35% of all employment and 55% of the employment in industries that bring money into the economy from outside the area⁴. The total CSKT payroll (including benefits) exceeded \$51,978,000 in Fiscal Year 2014 (October 2013 – September 2014).

³ 2015-2019 American Community Survey 5-Year Estimates.

⁴ CSKT Sustainable Economic Development Study, 2014.

Largest Employers on the Reservation

Organization	Industry	# of employees	Location
Confederated Salish and Kootenai Tribes⁵	Government	1278	Multiple
St Luke Community Hospital	Healthcare	430	Ronan
Salish Kootenai College	Education	325	Pablo
St. Joseph Hospital	Healthcare	270	Polson
Wal-mart	Retail	216	Polson
Lake County Government	Government	191	Multiple
S & K Gaming, LLC⁶	Hospitality and Gaming	127	Polson, Big Arm & Evaro
Safeway	Retail	100	Polson

Employment Numbers for Other CSKT-Owned Businesses and Affiliates⁷

CSKT Business or Affiliate	Industry	# of employees	Location
Mission Valley Power	Electric Utility	72	Pablo & St. Ignatius
S & K Electronics	Manufacturing	82	Pablo
S & K Technologies and Subsidiaries	Technology Services	438	St. Ignatius & Polson and off-Reservation locations
Energy Keepers, Inc.	Power Generation	26	Polson
S & K Bancorp (Eagle Bank)	Banking	16	Polson
S&K Business Services and Sovereign Leasing & Financing, Inc.	Financial Services	3	Pablo

Other Significant Employers

Business	Industry	# of employees	Location (s)
Jore Corporation/Rocky Mountain Twist	Manufacturing	200	Ronan
Mission Mountain Enterprises	Non-profit – Healthcare	120	Multiple
Ashley-Martin	Manufacturing	80	Arlee
Valley Bank	Banking	58	Multiple

⁵ Approximately 20% of CSKT's employees are members of other tribes or non-Indian. This number was provided by the Tribal Personnel Director on 11/17/15, and it includes the Salish Kootenai Housing Authority.

⁶ A limited liability corporation owned by the Confederated Salish and Kootenai Tribes.

⁷ These employment numbers are not already included in the Tribal employment number listed in the preceding table.

Glacier Bank	Banking	48	Ronan, Polson
Black Mountain Software	IT	48	Polson

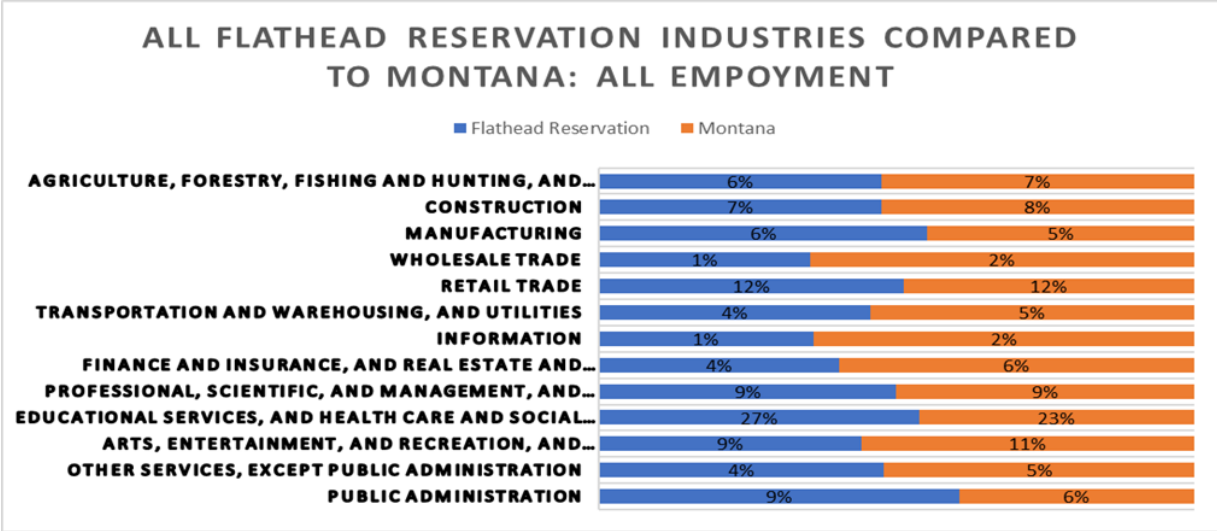
SELF-EMPLOYMENT VERSUS WAGE AND SALARY EMPLOYMENT

Over the past 25 years, the Flathead Reservation and the State of Montana have continued to see self-employment as a primary source of new employment opportunities. As traditional wage and salary jobs disappeared or became more difficult to obtain, residents created their own jobs by starting their own businesses. The American Community Survey 2015-19 data shows that Montana had a civilian workforce of 512,329 workers (those 16 years old and older), and of these, 8.5% were self-employed; while the Flathead Reservation had a workforce of 12,185 workers, with 8.8% self-employed. (U.S. Census Bureau American Community Survey estimates). The following table provides a breakdown of employment in 2019.

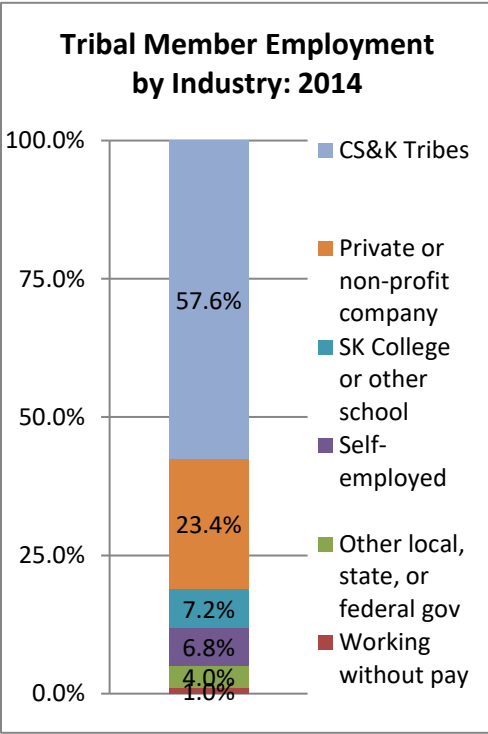
Employment on the Flathead Reservation as Compared to Montana (2019)

	Flathead Reservation		Montana	
	Total	% of Total	Total	% of Total
	Estimate	Estimate	Estimate	Estimate
Civilian employed population 16 years and over	12,185	100%	512,239	100%
Private wage and salary workers	8,178	67.12%	380,427	74.27%
Self-employed in own, not incorporated business and unpaid family workers	1,151	9.45%	45,138	8.81%
Government workers	2,856	23.44%	86,764	16.94%

This data also shows that private companies employ 67.12% of the workforce on the Reservation and 74.27% of all of Montana, while local, state or federal governments employ 23.44% of the Reservation workforce as compared to the state average of only 16.94%. Self-employed and unpaid family workers on the Reservation employ 9.45% of the workforce, a higher rate than the state average of 8.81%.

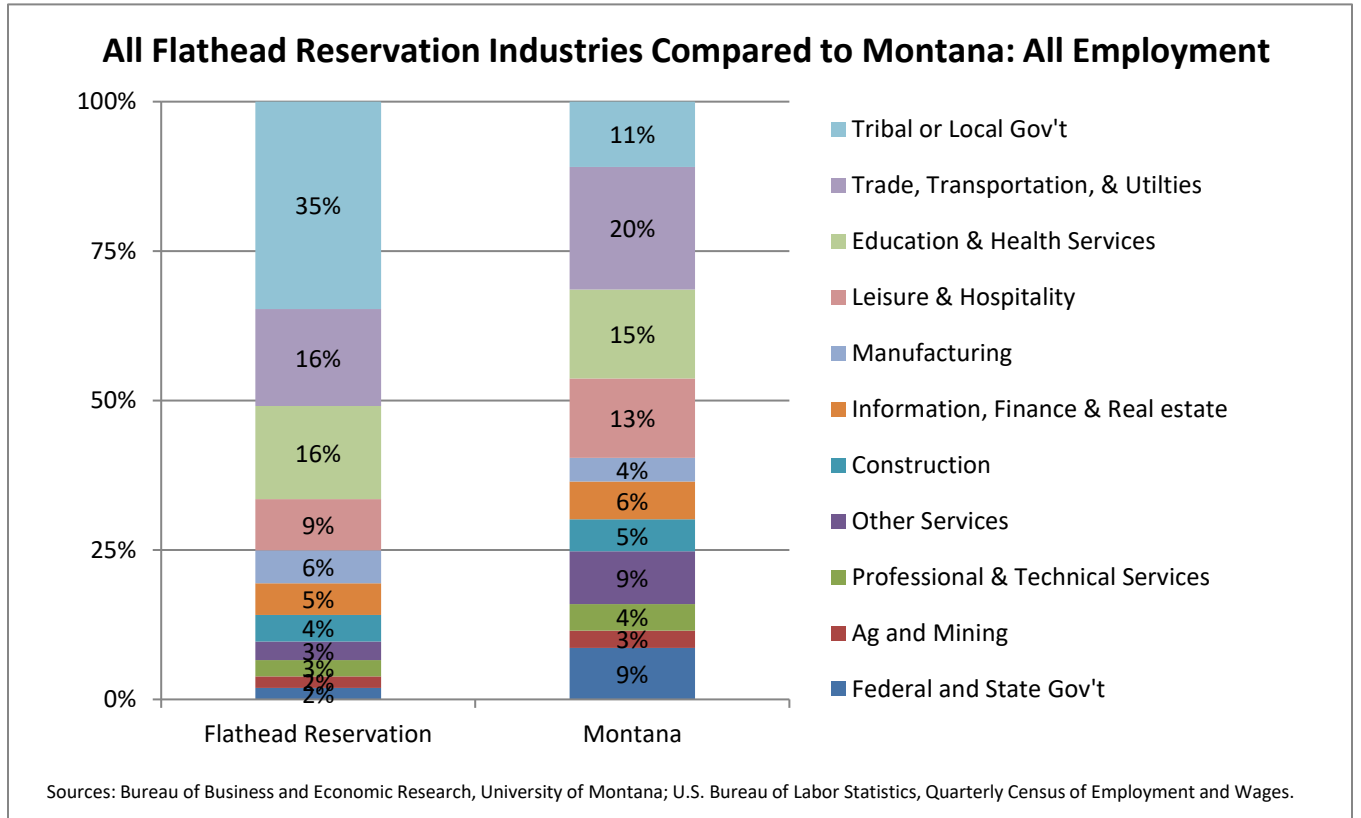


Although the private sector is well represented on the Reservation, there is no U.S. Census data available that shows the makeup of those who are self-employed by race. However, the 2014 CSKT Job and Training Needs Survey⁸ shows that only 6.8% of Tribal member workers are self-employed, 23.4% are employed by a private or non-profit company, and 57.6% work for the Confederated Salish and Kootenai Tribes, as depicted in this graph. Clearly, CSKT-provided jobs play the most significant role in Tribal member employment on the Flathead Reservation, and Tribal members are substantially under-represented in the private sector and in self-employment.



⁸ As noted earlier, 771 Tribal members responded to this survey—over 25% of the 3,000 Tribal members, 18 through 60 years old, who lived on the Reservation in 2014. The demographic information provided by these respondents indicates that they comprise a statistically representative cross section of the membership.

The following graph shows the industry structure of the Flathead Reservation as compared to Montana.



The following table shows the total number of people employed in each sector in 2019, but does not break down those employment numbers by race.

	Flathead Reservation	Montana
Civilian employed population 16 years and over	12,185	512,329
Agriculture, forestry, fishing and hunting, and mining	715	33,427
Construction	907	42,152
Manufacturing	713	24,428
Wholesale trade	154	11,772
Retail trade	1,516	60,883
Transportation and warehousing, and utilities	527	26,466
Information	113	8,463
Finance and insurance, and real estate and rental and leasing	445	28,384
Professional, scientific, and management, and administrative and waste management services	1,043	43,992
Educational services, and health care and social assistance	3,322	119,795
Arts, entertainment, and recreation, and accommodation and food services	1,083	57,853
Other services, except public administration	532	24,334
Public administration	1,105	30,380

While the data in the table above is more recent, the following tables from the 2015 CEDS provide additional detail about the general composition of Reservation and Montana employment by sector and type of employer.

	Flathead Reservation, MT					
	Total	Employees of private companies	Self-employed in own incorporated business	Self-employed in own not incorporated business and unpaid family workers	Private not-for-profit wage and salary workers	Local, state, and federal government workers
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Civilian employed population 16 years and over	11,168	48.7%	6.2%	12.8%	7.6%	24.7%
Agriculture, forestry, fishing and hunting, and mining	778	32.5%	13.1%	34.4%	0.6%	19.3%
Construction	908	44.6%	24.2%	21.5%	1.8%	7.9%
Manufacturing	755	80.8%	6.4%	6.5%	0.3%	6.1%
Wholesale trade	155	81.9%	4.5%	13.5%	0.0%	0.0%
Retail trade	1,242	79.4%	4.3%	12.2%	3.9%	0.2%
Transportation and warehousing, and utilities	453	40.2%	4.6%	6.8%	7.7%	40.6%
Information	162	89.5%	0.0%	4.9%	0.0%	5.6%
Finance and insurance, and real estate and rental and leasing	442	65.2%	1.4%	26.5%	0.0%	7.0%
Professional, scientific, and management, and administrative and waste management services	821	47.0%	7.7%	35.1%	4.4%	5.8%
Educational services, and health care and social assistance	2,836	40.0%	1.0%	3.5%	15.1%	40.4%
Arts, entertainment, and recreation, and accommodation and food services	1,129	76.8%	6.4%	5.0%	5.5%	6.4%
Other services, except public administration	490	12.0%	14.1%	30.6%	43.3%	0.0%
Public administration	997	0.0%	0.0%	0.0%	0.0%	100.0%

	Montana					
	Total	Employees of private companies	Self-employed in own incorporated business	Self-employed in own not incorporated business and unpaid family workers	Private not-for-profit wage and salary workers	Local, state, and federal government workers
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Civilian employed population 16 years and over	477,015	57.3%	5.6%	9.7%	9.0%	18.4%
Agriculture, forestry, fishing and hunting, and mining	34,395	47.8%	12.8%	27.8%	1.7%	9.9%
Construction	37,617	54.3%	15.5%	20.4%	1.2%	8.7%
Manufacturing	22,278	84.6%	6.1%	7.3%	1.2%	0.9%
Wholesale trade	11,647	89.7%	5.6%	3.7%	1.0%	0.1%
Retail trade	57,294	87.4%	3.8%	5.5%	2.4%	0.8%
Transportation and warehousing, and utilities	23,539	67.4%	3.8%	5.7%	2.6%	20.6%
Information	8,771	81.9%	2.4%	5.6%	2.0%	8.0%
Finance and insurance, and real estate and rental and leasing	26,771	74.4%	6.4%	8.9%	6.3%	4.0%
Professional, scientific, and management, and administrative and waste management services	39,604	65.1%	11.1%	16.2%	2.5%	5.1%
Educational services, and health care and social assistance	108,670	32.9%	1.8%	3.8%	25.2%	36.2%
Arts, entertainment, and recreation, and accommodation and food services	54,179	83.2%	3.6%	6.0%	3.8%	3.4%
Other services, except public administration	21,844	34.3%	5.6%	26.0%	33.2%	0.9%
Public administration	30,406	0.0%	0.0%	0.0%	0.0%	100.0%

When comparing industries, one can see that those sectors representing public administration, education and health services, and manufacturing are well represented on the Reservation when compared to state averages. The Reservation is somewhat underrepresented in those sectors representing wholesale trade, transportation and utilities, leisure and hospitality, information, finance and real estate, construction, professional and technical services, agriculture and mining, and federal and state government.

When looking at self-employment, however, Flathead Reservation data indicates that sectors representing agriculture, forestry, fishing and hunting, mining, construction, wholesale and retail trade, transportation and warehousing, utilities, information, finance and real estate, professional and technical services, leisure and hospitality, and other services except public administration, have higher self-employment rates on the Reservation than in all of Montana.

Nonprofit employers make up 7.6% of the Reservation’s employment, primarily in education, health and other services (not including public administration). These are also the primary industry sectors in which all state nonprofits are primarily engaged. Government workers make up 24.7% of the Reservation’s workforce. This compares to just 18.4% for the state as a whole.

2.2.2.5.1 INCOME AND OTHER CHARACTERISTICS

Employment by Industry with Median Earnings

Industry	Total employed in 2019	Percentage of total	Median earnings
Civilian employed population 16 years and over	12,185	100%	\$24,486
Agriculture, forestry, fishing and hunting, and mining	715	6%	\$28,284
Construction	907	7%	\$10,217
Manufacturing	713	6%	\$38,798
Wholesale trade	154	1%	\$24,744
Retail trade	1516	12%	\$30,400
Transportation and warehousing, and utilities	527	4%	\$31,354
Information	113	1%	\$19,792
Finance and insurance, and real estate and rental and leasing	455	4%	\$16,550
Professional, scientific, and management, and administrative and waste management services	1043	9%	\$25,615
Educational services, and health care and social assistance	3322	27%	\$35,833
Arts, entertainment, and recreation, and accommodation and food services	1083	9%	\$49,181
Other services, except public administration	532	4%	\$28,682
Public administration	1105	9%	\$28,798

The following is a breakdown of workers by class:

Class of worker	Total employed in 2013	Percentage of total
Total employed civilian labor force	12,185	100%
Private wage and salary workers	8,178	67.12%
Government workers	2,856	23.44%
Self-employed in own business	1,805	8.90%
Unpaid family workers	67	0.55%

The following lists the number of households within each income bracket:

Income Range	Number of Households	Percentage of total
Total # of Households	11,686	100%
Less than \$10,000	1,016	8.69%
\$10,000 to \$14,999	817	6.99%
\$15,000 to \$24,999	1,482	12.68%
\$25,000 to \$34,999	1,592	13.62%
\$35,000 to 49,999	1,559	13.34%
\$50,000 to \$74,999	2,187	18.71%
\$75,000 to \$99,999	1,207	10.33%
\$100,000 to \$149,999	1,184	10.13%
\$150,000 to \$199,999	354	3.03%
\$200,000 or more	288	2.46%

The following table compares the Reservation median household income and per capita income to the State of Montana and the United States.

	Flathead Reservation	Montana	% Flathead Reservation to Montana	United States	% Flathead Reservation to United States
Median Household Income	\$44,262	\$54,970	80.52%	\$62,843	70.43%
Mean Household Income	\$52,695	\$74,190	71.03%	\$88,607	59.74%
Per Capita Income	\$23,582	\$31,151	75.70%	\$34,103	69.15%

Reservation residents were hit hard by the Great Recession during the period from 2008 through 2011. Wages on the Reservation declined about 1% per year during this time. Since that time, wages on the Reservation have begun to slowly rebound. Slow but positive wage growth was seen on the Reservation in 2012 and 2013, but has stayed stagnant through 2015-19.

Other population and labor force characteristics from 2019 are shown here⁹:

Flathead Reservation Profile	
Total Population, 2019	29,926
% Change in Population, 2012-2019	4%
Median Age, 2019	40.9
% 65 or Older, 2019	20.43%
Unemployment Rate, 2019	4.17%
% with Bachelor's Degree or Higher, 2019	17.61%
Lived in a Different House Last Year, 2019	14.81%
% Without Health Insurance, 2012	21.1%

The problem with much of this data is that it groups Native Americans and non-Indians together, and it is difficult to ascertain the specific employment needs of the Tribal membership. As seen on many Indian reservations, the Native American population experiences higher rates of poverty and unemployment than the non-Indian population. To address this need for more Tribal member specific data, in 2014 the Confederated Salish and Kootenai Tribes conducted a Job and Training Needs Survey of all Tribal members living on the Reservation, between the ages of 18 and 60. Some of the results of this survey follow:

2.2.2.6 TRIBAL MEMBER LABOR FORCE CHARACTERISTICS—EMPLOYMENT

Of Tribal members ages 18-60, 69% were employed at the time they completed the 2014 Job and Training Needs Survey (2014 Survey),¹⁰ 11.2% were unemployed, and 19.7% were not currently in the labor force. The unemployment rate for those CSKT Tribal members, ages 18-60 who answered the survey, was 13.9%.¹¹ According to the ACS Community Survey 5-year estimate (2009-2013), the unemployment rate among the AI/AN (only) for those 16 and older was 27.3%. The reasons for this difference could be attributed to several factors:

- CSKT members, ages 16-17 and over 60, as well as CSKT descendants, are not included in the 2014 CSKT Survey results but are members of the labor force. Their unemployment numbers are not represented in the 2014 CSKT Survey but would be included in the ACS Community Survey unemployment estimates if they identified themselves as American Indian/Alaska Native (not in combination with another race).

⁹ U.S. Census Bureau 2008-2012 American Community Survey 5-Year Estimates

¹⁰ The Survey was completed as part of CSKT's Sustainable Economic Development Project funded by the U.S. Department of Health and Human Services Administration for Native Americans.

¹¹ This rate was calculated using the U.S. Census Bureau and Montana Department of Labor and Industry definitions of labor force status. A description of this definition is located in Chapter 2 of CSKT's Sustainable Economic Development Study 2014 that describes the results of the 2014 Tribal member job Survey in more detail. As mentioned earlier in this document, this Study can be found on CSKT's Economic Development webpage at <http://www.csktribes.org/services/economic-development>.

- A higher proportion of employed CSKT members may have answered the 2014 CSKT Survey than those unemployed CSKT members.
- CSKT members, if qualified, have first preference for CSKT job opportunities. Other American Indians living on the Reservation have secondary preference for employment by CSKT. This has resulted in a higher percentage of CSKT member employment by CSKT entities--the largest employer on the Reservation--as compared to the percentage of employment of American Indians from other tribes.

The Survey showed that Tribal members work fewer hours each week (33.3 hours), on average, than do all workers on the Flathead Reservation (38.2 hours). The implication of this difference is that Tribal members' average weekly number of hours worked is less than the U.S. Census Bureau's definition of full-time work: 35 hours per week. This directly affects the amount of weekly income that Tribal members can obtain for their households.

The occupational structure of the adult Tribal members living on the Reservation reflects the labor requirements of the dominant Reservation employers, e.g. CSKT government, Salish Kootenai College, and the local hospitals. The most common occupations include general management, clerical, and social service specialists. Educational administrators and teachers are also among the common occupations. Finally, there are several common occupations that support the health care, manufacturing, and construction industries. These occupations include nursing aides, assemblers and fabricators, and construction equipment operators.

The 2014 Job and Training Needs Survey also discovered evidence that self-employment may become an important source of economic opportunity for Tribal members. Just over one-third of all Tribal members (34.4%) who responded to the survey said that they were very interested in starting a new business.

2.2.2.6.1 JOB, EDUCATION, AND JOB TRAINING INTERESTS

The Survey also showed that more than 3 out of 5 Tribal members (62.5%) said they are interested in looking for a new job. More unemployed Tribal members (93.9%) wanted a new job than did employed Tribal members (58.8%), or those who were not in the labor force (58.9%).

The top 10 occupations that interested Tribal members were:

1. Accountants, auditors, budget analysts
2. Teachers
3. Managers, general
4. Supervisors of administrative and support workers
5. Office and administration workers
6. Registered nurses
7. Secretaries and administrative assistants
8. Forest, conservation, and logging workers
9. Computer occupations
10. Construction equipment operators

The largest group of Tribal members (44.1%) expressed interest in an apprenticeship or on-the-job training. More than 3 in every 10 Tribal members expressed interest in some type of academic training (36.4%) or obtaining a certification or licensure (34.5%). About 3 in every 10 Tribal members (28.5%) expressed interest in seeking some type of vocational training. About 1 in 10 Tribal members (9.9%) expressed a desire to obtain an alternative high school graduation diploma like a GED, or seek additional education to improve their reading, math, or English skills (10.3%).

2.3 PHYSICAL SETTING¹²

Most of the Flathead Reservation is rural in character. However, because it is located in the far western portion of Montana between the urban communities of Kalispell and Missoula, the Reservation has several small towns that are mostly located along U.S. Highway 93—the principal travel arterial that connects the Reservation to Kalispell and Missoula.

Nestled within the Rocky Mountain Plateau, the Reservation is roughly 60 miles long and 40 miles wide, and approximately 1,318,558 acres¹³ in size. The Reservation comprises the lower quarter of the Flathead River Basin and encompasses the south half of Flathead Lake and the Lower Flathead River¹⁴. The abundant waters in the Flathead Basin provide outstanding recreation and hydropower opportunities.



The spectacular Mission Mountains form the eastern boundary of the Reservation, and vary in elevation from six thousand feet at their north end to ten thousand feet at McDonald Peak, northeast of St. Ignatius. The Rattlesnake Mountains form the southeast boundary, and the Reservation Divide (or Nine Mile Range), defines the southwest boundary. The east edge of the Cabinet Mountains forms the Reservation's west boundary, and the north boundary extends west from these mountains, across the middle of Flathead Lake, to the Mission Mountains.

¹² The majority of this section includes excerpts from the [Flathead Reservation Comprehensive Resources Plan](#).

¹³ Tribal Geographical Information System database, April 2015.

¹⁴ Some Tribal Elders refer to the Lower Flathead River as the Pend d'Oreille River. Its Salish name is Ntx^we.

The low lying Salish Mountains stretch south from the north boundary to the central part of the Reservation. This range separates two north-south valleys. On the east side there is the Mission Valley, and on the west, the more arid and sparsely populated Little Bitterroot River Valley. Other principal valleys and basins include Camas Prairie, the Big Draw and the Jocko Valley. The Lower Flathead River and its tributaries drain them all.

Forests cover much of the mountains in the region. Wetlands and riparian areas are abundant in many areas. The Mission Valley has hundreds of kettle lakes or potholes and an extensive irrigation system to sustain agriculture productivity throughout the dry months. The Little Bitterroot Valley is known for its geothermal groundwater.

2.3.1 CLIMATE

Because the western half of the Reservation lies in the rain shadow of the Cabinet Mountains, it receives less precipitation than the east half. (Camas Prairie is one of the driest areas in Montana.) Mean annual precipitation in the valleys ranges from twelve inches on the west side to sixteen inches or more in the east. About half of this falls as rain.

The mountains are considerably wetter. Annual precipitation in the Mission Mountains, for example, reaches as much as one hundred inches, mostly in the form of snow. Typically, the lower elevation mountains receive twenty to thirty inches.

A moist, maritime influence from the Pacific Ocean dominates the Reservation area, especially during winter months when low lying clouds blanket the region. Precipitation falls on a fairly regular basis throughout the year, although May and June are about twice as wet as other months.

The mean annual temperature in the valleys is approximately 45° F. Winter temperatures are fairly moderate. They average 27° F due to the sheltering effect of the Mission Mountains and the Continental Divide. Warm, southern Chinook winds occasionally moderate these systems, as do cold Arctic air masses that can drop temperatures to below -20° F for several days.

In July and August when temperatures fluctuate from the high 70s to the low 100s in the valleys (although 100° days are infrequent), a drier, continental climate dominates. The growing season lasts approximately one hundred days and runs from May to September.

2.3.2 SOILS

Reservation soils were formed from residual materials or in materials deposited by glaciers, streams and wind. Wind deposits include volcanic ash from Washington and Oregon.

The soils of the southern Mission Valley are influenced by fine textures that inhibit the downward movement, or percolation, of air and water. This makes development challenging in some areas. The Pablo, Jocko and Moiese areas, on the other hand, have sandy-gravelly soils that allow water and air to move much more easily.

Soils in the Round Butte, Valley View and Lonepine areas are dominated by silts and clays that were deposited in standing water from the days of Glacial Lake Missoula which covered a major portion of the Reservation after the last major ice age. They formed in materials with layers, or varves, that enable water to move horizontally more easily than vertically, until it reaches a less restrictive soil zone. In many areas soils formed in glacial till and are generally loamy and with moderate to high quantities of boulders, cobbles and gravels. Some areas have groundwater levels near the land surface. Some soils have a high sodium and/or salt content, and others have high iron content. These qualities can lead to higher development and water treatment costs which must be factored in when considering new development.

In most of the valleys, the soils are deep and the gradient often gently sloping, which makes these areas more suitable for agriculture.

Mountain and foothill soils are steep and mostly well drained, with large amounts of broken rock. Rock outcrops are a common occurrence.

2.3.3 MINERALS

Given the diversity of land formations and soil types on the Reservation, topsoil, clay, sand, gravel and landscape rock are the materials that are currently mined on the Reservation. Tribal Elders are opposed to mining these materials in sensitive cultural areas, and the Tribes require that a cultural clearance be obtained prior to any ground disturbing activities on the Reservation.

Historically, Tribal people used small amounts of stone and clay for building, hunting, fishing, warfare, and domestic and religious purposes. Commercial development of mineral resources started in the early 1900s. Since 1917, when construction of the irrigation reservoirs started, work crews have mined sand and gravel for multiple projects, including road building. Builders have removed small quantities of building stone and clay.

Pockets of precious metals have been located on the Reservation, and following the opening of the Reservation to non-Indian settlement in 1910, miners staked many claims and established a few mining operations between 1910 and 1949 (Crowley 1963). These small-scale mines produced modest quantities of gold, silver and copper, and are no longer active.

In the mid-1980s, several oil companies leased large tracts of land and explored for gas and oil. This activity subsided shortly thereafter, and oil companies now show little interest in further exploration.

2.3.4 ENVIRONMENTAL QUALITY

The Reservation enjoys a Class I Airshed rating, as well as outstanding water quality, both of which are managed by the Tribes' Environmental Protection programs with assistance from the U.S. Environmental Protection Agency.

A diverse variety of wildlife inhabits the Reservation. Over 300 species of birds occur either as breeding birds or as seasonal or wintering migrants. In addition, the Reservation provides habitat for nearly 70 species of mammals, and several species of amphibians and reptiles.

The variety of wildlife is largely a function of the diversity of habitats encompassed within the Reservation which include semi-arid sagebrush/grasslands, lush wetlands, aquatic areas, riparian zones, agricultural lands, forested mountains and high-elevation tundra. Each provides habitable niches that are occupied by several wildlife species.

The same is true for fisheries. More than 70 high mountain Reservation lakes are ideal for trout because of their clear, cold and relatively pristine waters. The south half of Flathead Lake supports trout, bass, whitefish, and perch. Many of the Reservations' irrigation reservoirs support bass and pike, as well as perch and trout. The Reservation's 500 plus miles of rivers and streams also support many fisheries and provide critical spawning sites for the Lower Flathead River's trout species.

2.3.5 LAND-BASED CULTURAL RESOURCES

Cultural resources are precious Tribal resources. They encompass the Tribes' elders, languages, cultural traditions, and cultural sites. They include the fish, wildlife and plants native to the region, and land forms and landmarks. Tribal elders and the languages are perhaps the most vital of these resources because they teach and communicate the histories and traditional lifestyles of the Tribes. Traditions depend on land-based cultural resources which include native fish and wildlife and their habitats, edible and medicinal plants and the areas where they grow, prehistoric and historical use sites, and other land areas where Tribal members currently carry on cultural traditions.

Hunting, fishing, plant harvesting, hide-tanning, food and medicine preparation, singing, dancing, praying, feasting, storytelling and ceremonies are examples of age-old traditions that rely on the land and the community of life it supports.

Although each of the Tribes on the Reservation possesses distinctive beliefs and practices, the people share one important similarity: Tribal people value the Earth—its air, water and land—as the foundation of Indian culture.

In the words of the Salish/Pend d'Oreille Culture Committee:

The Earth is our historian. It is made of our ancestors' bones. It provides us with nourishment, medicine and comfort. It is the source of our independence; it is our Mother. We do not dominate Her, but harmonize with Her.

The Tribes believe everything in nature is embodied with a spirit. The spirits are woven tightly together to form a sacred whole (the Earth). Changes, even subtle changes that affect one part of this web, affect other parts.

Protecting land-based cultural resources is essential if the Tribes are to sustain Tribal cultures.

This is one of the most important goals of Tribal land and natural resource management on the Reservation. It is also a goal that the Tribes have for Tribal aboriginal territories managed by other entities.

The CSKT have established a Tribal Preservation Office that records the locations of precious cultural resource sites, and maintains a repository of information related to cultural resources. The office, in concert with the Salish/Pend d’Oreille Culture Committee and the Kootenai Culture Committee, also reviews all new development proposals on the Reservation, prior to and sometimes during ground disturbance and development. The office also works with federal and other agencies in Tribal aboriginal territory to identify and protect cultural resources.

2.3.6 LAND USE

The Tribes value many Reservation areas as watersheds, fish and wildlife habitat and cultural sites. The CSKT have set aside nearly 92,000 acres of prime forest in the Mission Mountains as the first Tribally-designated wilderness in the nation. Over 94,000 additional acres of “primitive areas” have been set aside for use only by Tribal members and their spouses and children. Additional roadless areas and wildlife management areas have also been designated. Land use is also limited along the Flathead and Jocko Rivers, Post Creek and Crow Creek and the Ninepipe Reservoir area, and in a buffer zone created to protect the Mission Mountains Tribal Wilderness.

Thousands of acres remain for timber harvest, however, which must be conducted in an environmentally-safe manner, in compliance with the National Environmental Policy Act and Tribal forest management plans. The Tribal Forestry Department generated approximately \$1.2 million in revenue from harvesting 9.4 million board feet of timber in 2020. The department employs as many as 300 people, including 150-175 seasonal employees.

The Tribes recently purchased a major hydropower generation facility on the Lower Flathead River. Officially known since 2015 as the **Seli’s Ksanka Qlispe’ Dam**, the project is the first major hydropower facility owned by a Tribal Nation in the United States. The CSKT also operate one small-scale facility in the foothills of the Mission Mountains.

The largest land use on the Reservation is agriculture. Vast rangelands¹⁵ provide grazing opportunities for cattle growers, and the Flathead Indian Irrigation Project provides water for crops and livestock across much of the Reservation.¹⁶ Other land uses include residential, commercial, industrial, utility, and government/institutional development. The Tribal Lands Department (TLD) manages nearly 2,000 home site, business, agricultural, utility, and transportation land leases and permits across the Reservation. The Department generated \$931,719 of revenue in Tribal Fiscal Year 2019.

Recreational areas that attract visitors to the Reservation include the Mission Mountains Tribal Wilderness (the first Tribally-designated wilderness in the United States), Flathead Lake, the

¹⁵ CSKT owns roughly 400,000 acres of rangelands on the Reservation.

¹⁶ The irrigation project serves nearly 180,000 acres on the Reservation (Littleboy, FIIP, 2010).

National Bison Range, the Ninepipe and Pablo Wildlife Refuges, Flathead River, and the Jocko River. These and many other areas provide the setting for a variety of recreational activities, particularly during the summer. Although recreation use is most frequent during the summer months, winter activities such as cross country skiing, snowmobiling and ice fishing are also popular.

Rivers, lakes, streams and roadless areas, such as the Mission Mountains Tribal Wilderness, receive the majority of recreation use on the Reservation. Most of these resources are on Tribal land. Recreation permits are required for people to recreate on Tribal lands if they are not enrolled members of the Confederated Salish and Kootenai Tribes. The Tribal Natural Resources Department sells those permits, and works with a few non-Tribal businesses to assist with permit sales.

2.3.7 LAND OWNERSHIP

Tribal land ownership is fragmented, in part because of the Flathead Allotment Act that opened the Reservation to non-Tribal homesteading in 1910. The Tribes have spent millions of dollars since that time to purchase back hundreds of thousands of acres that were taken, and now own the majority of the land on the Reservation. Other land ownership includes the individually-owned trust parcels or allotments¹⁷ that are owned in whole or in part by the Tribes and/or individual Native Americans. The federal government holds title to Tribally-owned trust lands and allotments on behalf of the owners. The remainder of Reservation lands is held in Federal, State or fee¹⁸ ownership as depicted in the Land Status map on the following page. The percentage of land ownership is shown in the following table. With the transfer of the National Bison Range back to Tribal ownership in 2021, federal land ownership will decrease significantly. The Range is the large purple area shown on the following map.

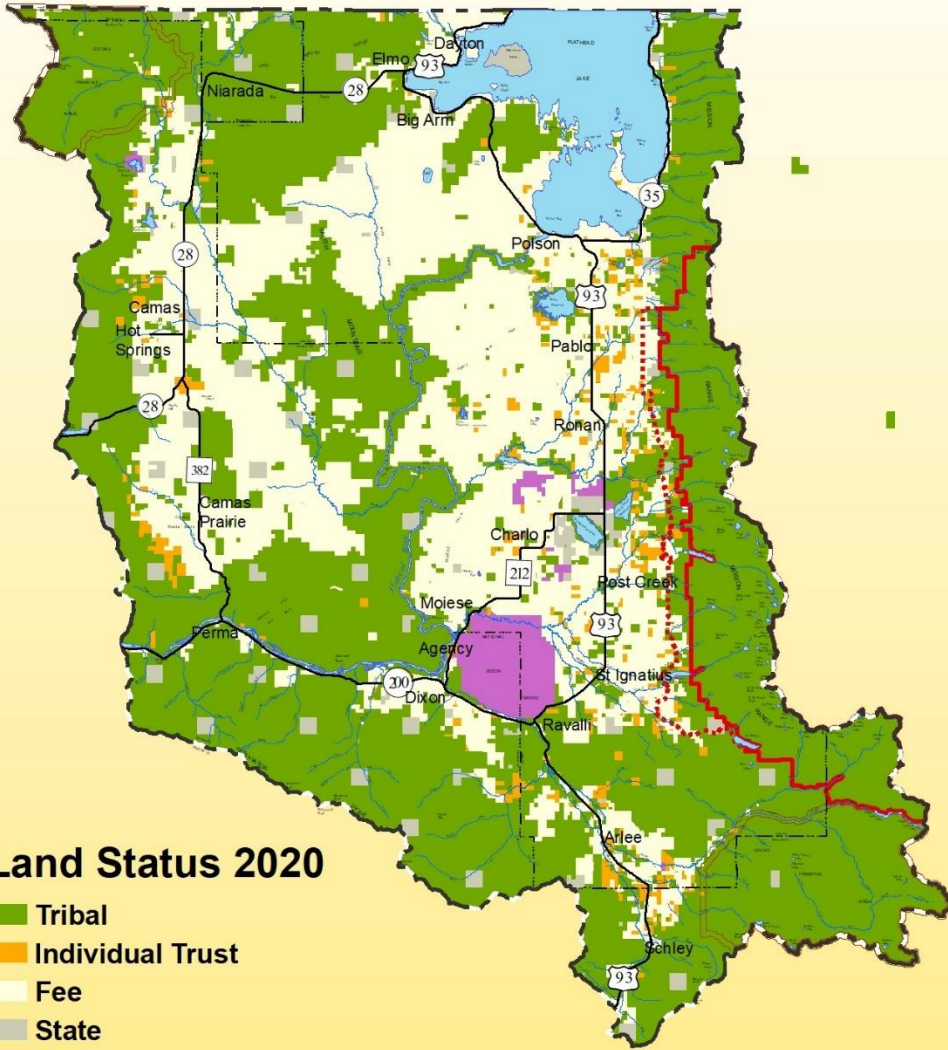
FLATHEAD RESERVATION LAND OWNERSHIP 2020	
Tribally-Owned	62.2%
Individually-Owned Trust	2.3%
Fee	31.0%
State	2.8%
Federal	1.7%

The Tribes have also purchased other lands in western Montana for the protection of cultural sites and wildlife habitat.

¹⁷ For purposes of this document, an allotment is a tract of Tribal land that, pursuant to the Flathead Allotment Act (33 Stat. 304), was removed by the Secretary of Interior from communal ownership and conveyed by trust deed to individual members of the Tribes. Most, but not all, allotments were created in 1908 and 1922. All allotments were assigned by the Secretary with a unique number, which is of record with the Bureau of Indian Affairs.

¹⁸ For purposes of this document, fee land is land that is not in trust status, nor is it federally or state owned, or owned by the Tribes' entire membership. Some of the fee status land on the Reservation, included in the table and on the following map, is owned by individual Tribal members.

THE CONFEDERATED SALISH AND KOOTENAI TRIBES OF THE FLATHEAD NATION



Land Status 2020

- Tribal
- Individual Trust
- Fee
- State
- Federal
- Water
- Main Road
- Reservation Boundary
- County Boundary
- Primitive Areas(Tribal Members Only)
- Wilderness Buffer Zone
- Wilderness Tribal

0 5 10 20 Miles

CS&K TRIBES
 NATURAL RESOURCES DEPARTMENT
 GIS PROGRAM

 This map was created from geospatial information
 provided by the Flathead National Forest and "Flathead" Wilderness
 is a representation of the physical features of the area and
 does not constitute a warranty of accuracy. This map should not be used
 for any purpose other than general information.

 Most of the land parcels on this map are publicly owned
 and are not subject to the same rules as privately owned land.
 The presence of a parcel on this map does not constitute a
 guarantee of ownership. For more information, please contact
 the Flathead National Forest or the Flathead National
 Forest Office.

 This map was created from geospatial information
 provided by the Flathead National Forest and "Flathead"
 Wilderness is a representation of the physical features of the
 area and does not constitute a warranty of accuracy. This map
 should not be used for any purpose other than general
 information.

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 Flathead National Forest
 Flathead National Forest Office
 1000 West Broadway, Missoula, MT 59701

Document Path: Y:\arc_data\pub_landstat_8x11-bkgr.mxd

2.4 INFRASTRUCTURE AND HOUSING

As noted in the Western Rural Development Region’s Comprehensive Economic Development Strategy (CEDS) 2012-2017, “the rapid and sustained growth of the region has put a serious strain on infrastructure, including transportation and public facilities, most notably as the growth relates to public safety. Upgrades [are occurring to] ... accommodate an increased volume of traffic *and* make travel safe for pedestrians and non-motorized transport. In most cases, upgrades to water and wastewater systems are needed to ensure a safe and ample water supply.... [Finding the] funding to pay for the necessary upgrades and new facilities is a constant struggle.”



Kicking Horse Water and Wastewater Lines Replacement Project – 2020

2.4.1 WATER/WASTEWATER

Water resources on the Flathead Reservation are extensive. They include both surface water and ground water. Municipalities and developments depend on ground water for domestic use. Most surface water is used to provide habitat for fisheries as well as irrigation.

CSKT, the State of Montana, and the United States have been working for decades to develop a water rights settlement that quantifies the water rights of the Confederated Salish & Kootenai Tribes on and off the Flathead Reservation and provides for the administration of water rights on the Reservation. In 2015 the Montana Legislature passed the compact and in December of 2020

it was passed by the United States Congress and signed into law as the Montana Water Rights Protection Act by the President. The CSKT ratified the compact in January 2021.

Groundwater is the primary source for drinking water on the Reservation. While some residences use creeks or Flathead Lake for their water supply, use of this water for drinking or bathing is not encouraged, because surface waters can be contaminated by animals and other factors.

The Confederated Salish and Kootenai Tribes have collected water quality data for many Reservation surface waters, and have established surface water quality standards that are more stringent than state standards. Regarding groundwater, the Reservation has seen elevated nitrate levels in some areas, and all new drinking water wells are tested before use to insure that they meet safe drinking water standards. Community water systems are tested monthly for fecal coliform contaminants, and on a regular basis for other potential contaminants, according to a testing schedule required by the U.S. Environmental Protection Agency.

The Flathead Reservation has multiple community water systems, and 27 systems are managed by CSKT's Salish Kootenai Housing Authority. Other systems are managed by private water user organizations, the CSKT Maintenance Department or the nine public sewer and/or water districts incorporated under Lake or Sanders Counties.

Some of these systems, as well as most rural residences on the Reservation, use individual septic tanks and drain fields for sewage disposal. CSKT and CSKT's Housing Authority manages 12 community wastewater treatment systems, and there are 10 additional treatment systems on the Reservation. One is operated by the Tribal Maintenance Department and the other nine are operated by public sewer districts, including those operated by the Reservation's four incorporated towns of Polson, Ronan, St. Ignatius and Hot Springs.

2.4.2 IRRIGATION WATER

The Bureau of Indian Affairs operates the Flathead Indian Irrigation Project (FIIP), the primary surface water delivery system for agriculture on the Reservation. Originally designed to promote economic development for the Tribes and individual Tribal members, it now serves many non-Indian farms as well as Tribal farms. Other surface water sources for agriculture are delivered through small ditches and canals, many of which were developed for Tribal lands and allotments before construction of the FIIP.

2.4.3 SOLID WASTE DISPOSAL

Lake County operates the only licensed county landfills on the Reservation. One landfill is located southwest of Polson, and only takes compost (grass trimmings and leaves) and most construction demolition materials. The other landfill is located between Polson and Pablo, next to the County Transfer Station. It accepts tree trimmings and untreated wood waste only. The Transfer Station next door is the central hub for collection of other types of waste, such as municipal waste, appliances, and recyclables.

Reservation residents who live in the Lake County portion of the Reservation either haul waste directly to the Transfer Station, have their waste collected by Republic Services (a private waste collection and disposal company), or use roll-off waste containers located near Charlo, Ravalli and Rollins. Residents of Sanders County who do not pay an annual solid waste fee to the County, can use a roll-off site near Hot Springs for a fee. Residents of the Dixon district of Sanders County may dump their waste at the Charlo or Ravalli roll-off sites due to semi-annual fees paid to Lake County. Missoula and Flathead Counties have no solid waste disposal facilities on the Reservation; however, Republic Services serves the Missoula County portion of the Reservation. All of the municipal waste generated on the Reservation is eventually hauled to the company's private landfill in Missoula.

The Lake County Transfer Station also accepts recyclables, including:

- newspaper
- office paper
- phonebooks
- cardboard
- assorted plastics
- scrap metal
- aluminum cans
- magazines & catalogues
- tin/steel cans

The County also has bins for some recyclables in Polson, at SKC in Pablo, and at Harvest Foods in Ronan. The County hosts an annual “electronic” waste recycling weekend. Glass can be recycled at Target stores in Missoula and Kalispell.

2.4.4 ELECTRICITY AND ENERGY

The Flathead Reservation is served by Mission Valley Power (MVP), a federally-owned non-profit electric utility that is maintained by the Confederated Salish and Kootenai Tribes pursuant to a Public Law 93-638 contract. According to a 2011 article from the [Char-Koosta News](#), “Mission Valley Power purchases 78% of its electricity from Bonneville Power Administration. The ... [Selis Ksanka Qlispe (SKQ)]¹⁹ Dam provides 21%, and [one] small hydroelectric producing dam on the Flathead Reservation and other small alternative energy producers account for the remaining one percent.” MVP offers several energy conservation incentives. Electricity costs on the Reservation are some of the lowest in the United States due to the availability of hydropower resources in the Northwest region of the United States, and the subsidized block of power provided by CSKT’s Energy Keepers, Inc., as authorized by the Tribal Council.

There are no natural gas companies on the Reservation; however, propane and fuel oil are available.

Small solar energy systems have been installed at a few residences and businesses.

2.4.5 COMMUNICATION

¹⁹ Purchased by CSKT in September 2015.

Flathead Reservation communications services include internet, telephone, television and radio.

2.4.5.1 BROADBAND INTERNET AND TELEPHONE

Several different telephone and wireless communications companies provide services on the Reservation. In recent years, telephone companies have been upgrading telephone lines to fiber optics or microwave transmission. Ronan and Polson have access to relatively fast internet speeds, but most of the remaining communities on the Reservation have access to only moderate speeds at higher costs. As reported in CSKT's 2014 Job and Training Needs Survey, one-third of Tribal members ages 18-60 lived in households where there was no working internet access. The CSKT have installed four new wireless communication towers and are in the process of installing micropops in various Reservation communities to eventually serve Tribal Law and Order mobile communication and Tribal member internet needs. This effort will increase resiliency and improve the ability of Tribal employees, entrepreneurs and students to work and study from home during the pandemic and into the future.

2.4.5.2 TELEVISION

Some western Montana television stations cover the Reservation. These stations are located in Kalispell and Missoula. The Public Broadcasting System has two towers on the Reservation (Jette and Moiese Hill) and broadcasts from Bozeman, Montana.

2.4.5.3 RADIO

AM and FM radio stations in Missoula, Kalispell, Whitefish and Polson cover the Reservation.

2.4.6 EMERGENCY SERVICES/SAFETY

2.4.6.1 FIRE PROTECTION

According to the Western Rural Development Region's Comprehensive Economic Development Strategy 2012-2017, "fifteen volunteer fire protection districts (VFD's), supported primarily through taxes, provide fire protection throughout [Lake] County. The Tribes' Division of Fire also provides protection in wild land areas. Most of the districts have 12 to 15 volunteers; although, the districts located in Polson and Ronan have closer to 30 to 40 volunteers. Additional support for volunteer fire organizations comes through grants administered by the State Forester, mill levies, loans administered by USDA Rural Development, and local fund raising efforts, including donations from the Confederated Salish and Kootenai Tribes. All of the fire districts and the wild land fire protection agencies belong to the Lake County Rural Fire Association which purchases joint insurance for the VFD's and reinvests the savings into the local departments. The County also has a Fire Action Plan that identifies fire-fighting resources and lists contacts in the case of fire. Most units are dispatched through the Lake County 911 office, although Arlee does receive some calls dispatched through Missoula, and Hot Springs [and Dixon] are dispatched through Lake and Sanders Counties...."

As funding permits, the Confederated Salish and Kootenai Tribes have been assisting land owners to create "defensible space" around homes in forested areas.

2.4.6.2 AMBULANCE

The Polson Ambulance Service is a privately-owned company that mainly serves Polson, Ronan and Pablo. The Mission Valley Ambulance Service covers the St. Ignatius area, the Arlee Ambulance Service serves the Arlee area, and the Hot Springs Ambulance serves the Hot Springs and Camas Prairie areas.

Missoula and Kalispell hospitals provide life-flight air ambulance helicopter service for the Reservation.

2.4.6.3 POLICE PROTECTION AND LAW ENFORCEMENT

The Tribal Police Department and jail are located in Pablo and maintains misdemeanor, juvenile, and felony jurisdiction over Tribal members. The department has 2 investigators--1 criminal investigator and 2 narcotics investigators. There are 20 full-time officers and 20 patrol cars, and the Department maintains a dispatch center separate from the County. The Tribal jail has capacity for 39 inmates. There are 6 detention officers. (Craig Couture phone correspondence, 1-6-21)

The Tribal Juvenile Probation Department has 3 juvenile probation officers and 2 adult probation officers. Juvenile offenders are housed at facilities in Kalispell or Missoula.

The Tribal Fish and Game Conservation Program enforces fish, wildlife, and recreation regulations on the Reservation and employs 8 full-time game wardens who have a cross-deputization agreement with Montana Fish, Wildlife and Parks (Tom McDonald e-mail correspondence, 1-06-21.)

The Lake County Sheriff's Department currently has 24 officer positions, with 24 of those positions filled. The Department has 48 total staff, including jail and detention personnel, and administrative staff (Lake County Sheriff's Dept. Office telephone communication, 1-06-21). The Western Rural Development Region's CEDS reports that the "department includes three school resource officers [and] there is one domestic violence investigator. The department is funded through various sources including mill levies and grants. In addition, the Sheriff's office includes a boat patrol (funded through a mill levy), two volunteer search and rescue groups (one in Lake County and one in the Swan Valley [off of the Reservation]) and a volunteer reserve group of approximately 25. The current ratio of paid officers to population is about 1:1200, which falls below the national average of 1:1000.

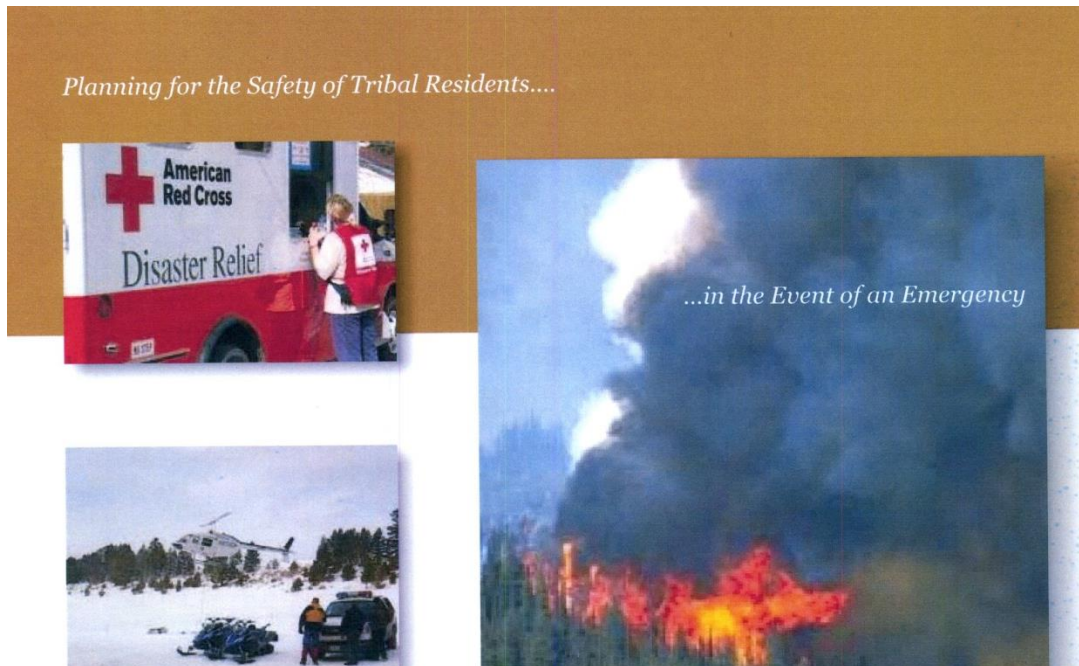
"The County or State has jurisdiction in the unincorporated areas for felony crimes and non-Tribal misdemeanors. Patrol units are dispatched through the County 911 center. Law enforcement and detention-correction facilities are the most expensive budget items in the county. These are funded out of the County's general fund, plus mill levy funds that have increased the budget by 5%, and account for approximately 30% of that fund. The jail facilities were constructed in 1975 and were upgraded and enlarged in 2000 to hold up to 42 adult inmates and two juveniles. Juveniles can only stay up to 24 hours. There are currently 20 full-time officers. Calls for the cities of Polson, Ronan, and St. Ignatius are also dispatched through the Lake County 911 center. The cities contract with the county for jail space. The Polson Police Department has 15 full-time

officers and 2 reserves, 1 animal control unit and 15 patrol units. Ronan has 3 full-time officers and 6 reserve officers with 4 patrol units. St. Ignatius has 2 full-time officers, 1 animal patrol officer and 3 patrol units.

“The Montana State Highway Patrol provides enforcement for state highways and maintains an office in Polson, staffed by 6 officers in Polson and a total of 24 in the district. Montana Fish, Wildlife and Parks and the U.S. Forest Service provide wardens and law enforcement officers who enforce regulations on non-Tribal/public lands.”

2.4.6.4 DISASTER SERVICES

The Confederated Salish and Kootenai Tribes’ Disaster and Emergency Services Program works with county, state and federal authorities to assist Reservation residents during natural or man-made disasters. CSKT’s 2017 Pre-Disaster Mitigation Plan states that “historically, CSKT residents have dealt with floods, wildfire, harsh winter storms with extreme cold and blizzards, severe summer storms with damaging thunderstorms, [drought,] and hazardous material incidents [spills]. While most hazards cannot be eliminated, the effects from them can be mitigated.... [The] Plan profiles significant hazards to the community and identifies mitigation projects that can reduce those impacts.” The Plan is located at http://www.csktribes.org/component/rsfiles/download?path=DES%252FCSKT%2BPreDisaster%2BMitigation%2BPlan_2017_FINAL.pdf&Itemid=101 CSKT also has a 2010 Emergency Operations Plan (EOP) that assigns “disaster responsibilities to Tribal personnel in the mitigation of, preparation for, response to, and recovery from natural and/or man-made disasters. The EOP applies to all Tribal government departments and agencies that are tasked to provide assistance in a disaster or emergency situation. It describes the fundamental policies, strategies, and general concept of operations to be used in control of the emergency from its onset through the post disaster phase.”



The EOP “defines disaster-specific procedures and describes the array of Tribal response, recovery, and mitigation resources available to save lives, limit human suffering, and protect public health, safety, and property, including wildlife, natural resources, the environment, and local economy from the damaging effects of natural and man-caused disaster emergencies.... The CSKT EOP covers the full range of complex and constantly changing requirements in anticipation of or in response to threats or acts of terrorism, major disasters and other emergencies.” A full copy of the EOP is available at http://www.csktribes.org/component/rsfiles/download?path=DES%252FCSKT_EOP_FINAL.pdf&Itemid=101.

2.4.7 HEALTH SERVICES

Two major hospitals, St. Luke Community Hospital in Ronan and St. Joseph Hospital in Polson, provide emergency, outpatient and inpatient services on the Reservation. Private clinics are also located in these two towns, as well as in Hot Springs and St. Ignatius. Dental clinics are located in Polson, Ronan and St. Ignatius.

The Tribal Health Department (THD) operates medical clinics for Native American patients in St. Ignatius, Ronan, Polson and Elmo, and recently opened a new clinic in Pablo at Salish Kootenai College to serve college students and staff. The THD provides dental and optical services at the St. Ignatius and Polson clinics.

The Tribal Health Department has created 70 jobs in the last 10 years and expenditures for Indian health care exceed \$10 million per year, which does not include Medicaid or private insurance payments. THD’s annual payroll is \$9 million per year (Johnathan Owens interview, 1-6-21). The Tribal Health Department employs 248 individuals, of that, 158 are CSKT members, 18 members of other tribes, 7 CSKT 1st descendants and 65 nonmembers.

2.4.8 TRANSPORTATION

2.4.8.1 ROADS

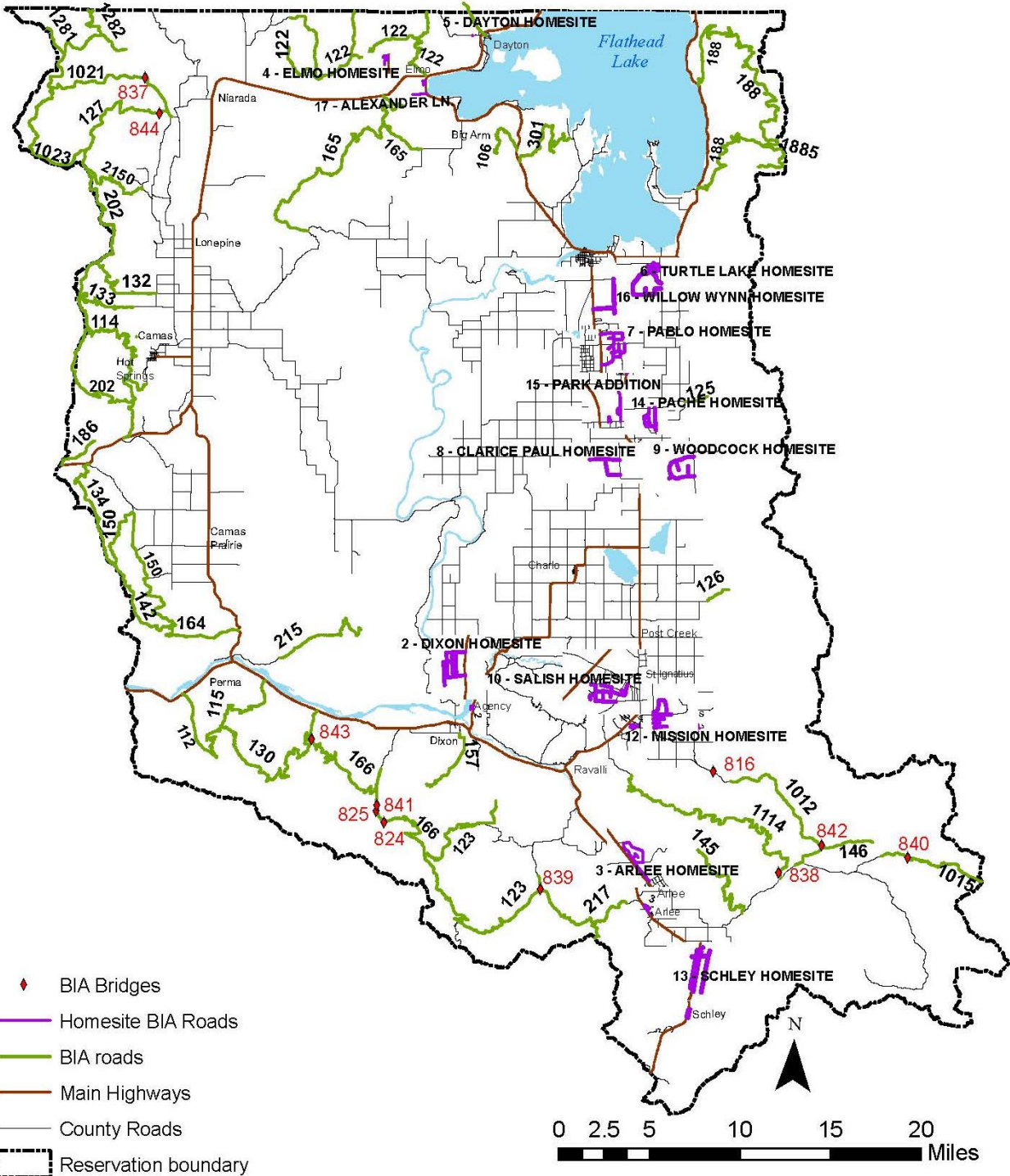
Nearly 4,197 miles (6,754 km) of Tribal, BIA, other Federal, state, city and county roads exist on the Flathead Reservation, including:

- Tribal Forest Roads -- 2,580 miles (4,152 km) of which approximately 33 miles (53 km) are on the Indian Reservation Road System [IRR]²⁰
- Bureau of Indian Affairs (BIA) Roads²¹ – 372.5 miles (600 km) – all of which are on the IRR
- National Highway System (U.S. Highway 93) -- 89 miles (143 km)

²⁰ Indian Reservation Roads (IRR) are defined as "public roads, including roads on the Federal-Aid System, that are located within, or provide access to, an Indian reservation or Indian trust land..." (23 U.S.C. 101[a]). There are approximately 1,650 miles (2,655 km) of Flathead Reservation roads on the IRR; most of the remaining road mileage consists of private roads.

²¹ The BIA Road System “includes all public roads within the official BIA Inventory database for which approval has been obtained by the Assistant Secretary or his designee. These roads must have public right-of-way before expenditure of Highway Trust Funds (HTF) on construction projects.” (57 BIAM 1.3B [1]). The BIA System serves both residential areas and forested areas. Forest roads provide access for timber sales, recreation, fire control, and cultural activities. The BIA system cannot include single purpose roads, such as a road that solely serves a utility facility or agricultural land, i.e. administrative roads.

THE BIA ROAD SYSTEM



Y:nrd/sod/roads/biards/RoadsHsites&BrBIA-IN.mxd

- State Road System -- 165 miles (266 km) of State roads are in two categories: 99 miles (159 km) of State Primary Highways (Highways 35 and 200) and 66 miles (106 km) of State Secondary Highways.
- City Streets -- 70.5 miles (113 km) of city streets are in the incorporated towns of Polson, Ronan, St. Ignatius and Hot Springs.
- County Road System -- approximately 920 miles (1,481 km) are county roads:
 - 685 miles (1,102 km) in Lake County
 - 202 miles (325 km) in Sanders County
 - 17 miles (27 km) in Flathead County
 - 16 miles (26 km) in Missoula County

2.4.8.2 BICYCLE/PEDESTRIAN PATHS

In addition to pedestrian sidewalks that have been built in many Reservation communities, the Tribes, cities, counties, Montana Department of Transportation and the Federal Highway Administration have built several bicycle/pedestrian pathways on the Reservation. These pathways occur in the following locations:

- Along Highway 35, south of Flathead Lake
- In Polson, Pablo, Ronan and St. Ignatius
- Along U.S. Highway 93 from Big Arm to Big Arm State Park, from Polson to Ronan, and from Arlee south to Coldwater Lane
- Along a portion of Round Butte Road west of Ronan

Several new projects are scheduled for the next five years. These are listed in the Action Plan section of this document.

2.4.8.3 AIRPORTS

Four public airports exist on the Reservation near Polson, Ronan, St. Ignatius and Hot Springs. The following data is from the [2020 Montana Airport Directory](#):

Hot Springs. This Sanders County-owned airport is located east of Hot Springs, at an elevation of 2,763 feet. Its asphalt runway is 3,880 feet by fifty feet. It has a lighted beacon, and there are no fuel or repair services available.

Polson. Located across the Lower Flathead River from downtown Polson, this city/Lake County-owned airport occurs at an elevation of 2,936 feet. Its asphalt runway is forty-two hundred feet by seventy-five feet, and part of the runway exists on Tribally-owned land. It has a lighted beacon, and 100LL and Jet A fuels are available, as are major repair services.

Ronan. Located north of Ronan, this Town of Ronan/Lake County-owned airport lies at an elevation of 3,089 feet. Its asphalt runway is forty-eight hundred feet by seventy-five feet. It has a lighted beacon, and 100LL and Jet A fuel available. Tribal Fire Control is located next to this airport, and utilizes it for fire suppression aircraft. Agricultural aerial spraying services also utilize this airport.

St. Ignatius. This Lake County owned airport is also owned by the Town of St. Ignatius. At an elevation of 3,006 feet, its asphalt runway is 2,610 feet by sixty feet. It also has a

lighted beacon. 100LL fuel and repair services are available.

There are no major commercial airline or air freight services on the Reservation.

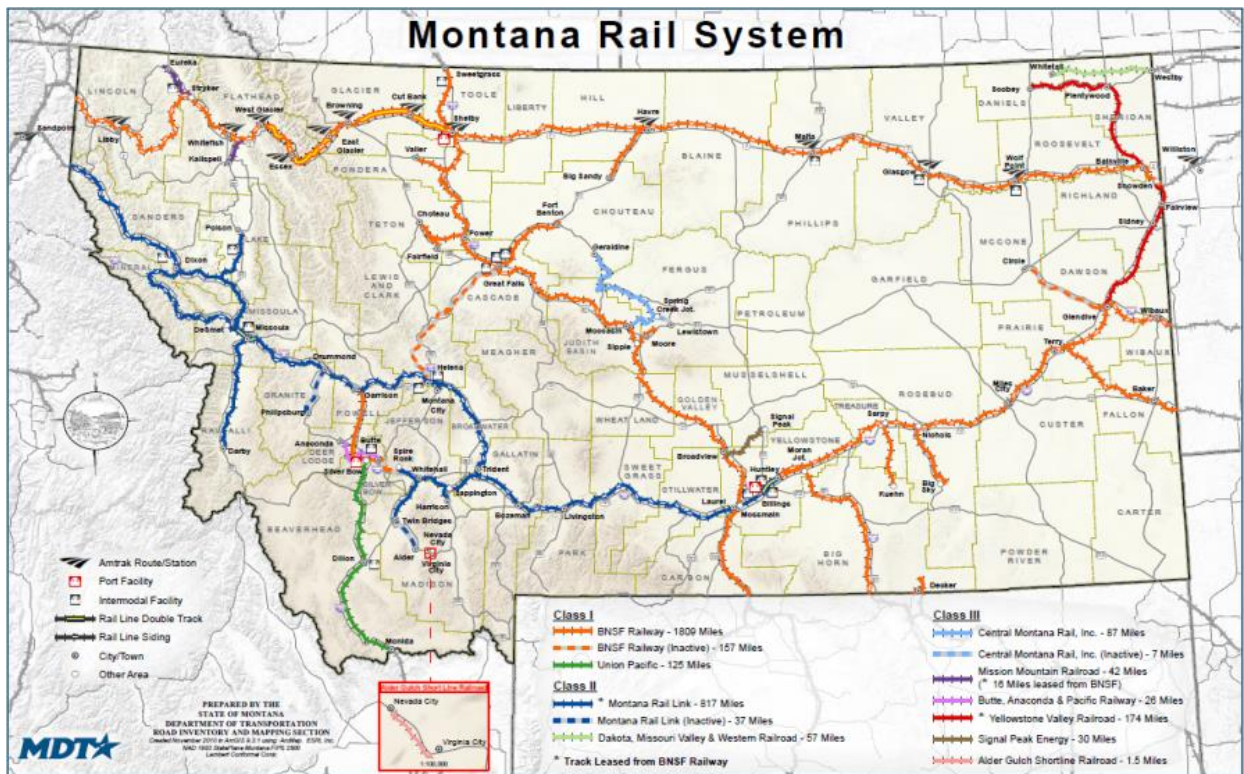
Air ambulance helicopters provide life-flight services to Missoula and Kalispell. They serve hospitals in Polson and Ronan, and make emergency landings nearly everywhere.

The Tribes also use helicopters to monitor and manage natural resources and to conduct fire reconnaissance and suppression, and maintain a heliport at Ronan for these purposes.

2.4.8.4 RAIL

In 1883 the Northern Pacific Company built a railroad across the south end of the Reservation. They completed a spur line from Dixon to Polson in the early 1900s.

Today, Montana Rail Link owns both lines. They use the main line approximately three days a week for hauling inter- and intrastate freight. They have not used the spur line to Polson since 2012, but negotiations may be possible for reopening the line in the future if shipping volumes increase to the level needed to make it profitable for Montana Rail Link.



Source: www.mdt.mt.gov/travelinfo/docs/railmap.pdf

2.4.8.5 TAXI CABS

There are three taxi cab services on the Reservation. These are Annie's Taxi, a Tribal-member owned company in Polson, Polson Taxi Service and South Lake Taxi, also located in Polson.

2.4.8.6 TRIBAL TRANSIT

The CSKT Transit Program provides low-cost bus transportation for Reservation residents and employees throughout the Reservation, and from Missoula to Whitefish, Montana. CSKT Transit has several regularly scheduled routes and drop-off/pick-up points. The Transit Program also provides individualized transportation if requested at least 24 hours in advance for on-Reservation transport, and 48 hours in advance for off-Reservation transportation.



PHOTO BY CORKY SIAS, DHRD TRANSPORTATION MANAGER

2.4.9 EDUCATIONAL FACILITIES

Education is a key factor for the economic well-being of Tribal members, and for creating a strong workforce.

CSKT operates multiple educational programs and schools to promote knowledge about Tribal culture, incentives for education, and opportunities for employment. These programs include:

- Early Childhood Services (Early Head Start and Head Start)
- Nk'wusm (a Salish language immersion school)
- Two Eagle River high school (which also includes 8th grade)
- Salish Kootenai College

In addition, the Tribal Education Program provides college scholarships and works with Tribal and non-Tribal Reservation schools and Indian Parent Committees to encourage high school graduation and post-secondary education. Monetary incentives are provided to Tribal high school students for good attendance and grades.

Public schools are located in 10 Reservation Communities, including:

- Arlee – Elementary, Middle and High School
- Charlo – Elementary, Middle and High School
- Dayton – Elementary School
- Dixon – Elementary School
- Hot Springs – Elementary, Middle and High School
- Pablo – Elementary School, Two Eagle River School
- Polson – Elementary, Middle and High School
- Ronan – Elementary, Middle and High School
- St. Ignatius – Elementary, Middle and High School
- Valley View – Elementary School

Private schools include:

- Glacier View School – located between Ronan and Pablo, off of Highway 93
- Mission Valley Christian Academy – east of Polson, on Highway 35
- Mountain Heights Mennonite School in Ronan

2.4.10 HOUSING

According to the Western Rural Development Region CEDS (2020), “more than 75% of all housing units in Lake County [much of which lies within the Reservation] are single-family, detached [homes], and the majority of homes (63.9 percent) have been constructed since 1970. Just over 74% of the housing stock is occupied and of the occupied housing, one-third are renter occupied and two-thirds are owner occupied. However, these numbers do not reflect occupancy of seasonal homes, the majority of which are located in the Swan Valley [off-Reservation] and Flathead Lake areas. When the seasonal homes were not counted as vacant, Lake County had a 5.4% vacancy rate in 2010.”

With a recent influx of out-of-state residents buying up homes and property on the Reservation due to the pandemic and forest fires in California and Colorado, this vacancy rate has closed and many renters have been displaced as the homes they were renting have been sold. Housing values have escalated while wages remain constant. The average Reservation family struggles to find affordable housing.

The Confederated Salish and Kootenai Tribes established the Salish and Kootenai Housing Authority in 1963. According to the Housing Authority’s website (1-2021), “The Housing Authority is managed by a seven member Board of Commissioners that meets twice a month. Each commissioner is appointed by the Tribal Council and serves a staggered four-year term. The commissioners employ an executive director, who has oversight of six different departments...” “Nearly 700 units are under management which include rental, homeownership, 50 units of Tenant Based Assistance and an 80 lot trailer park.”

Fortunately, most of these units have rents based on the individual's or family's income. However, estimates from several Tribal programs indicate that there could be as many as 200 Tribal individuals and families who have housing insecurities.

In 2020, the CSKT created a Homelessness Task Force which created 14 Permanent, Supportive Housing Units and purchased 7 manufactured 3- and 4-bedroom homes to begin to address the homelessness problem. The Task Force is developing a long-range Homelessness Response Plan.

Additional information can be found in section 2.8.3.3.

2.5 EXISTING TRIBAL BUSINESSES AND REVENUE-PRODUCING PROGRAMS

2.5.1 TRIBAL ENTERPRISES

The Confederated Salish and Kootenai Tribes own the following six parent corporations. Each is governed by a Board of Directors who report to the Shareholder (the Tribal membership), who are represented by the Tribal Council.

2.5.1.1 S & K ELECTRONICS, INC.

S & K Electronics (SKE) is a high-tech manufacturing company. It is located in Pablo, and as CSKT's oldest Tribally-chartered corporation, it has been in business since the mid-1980s. After operating at a profit for six straight years, it experienced a down turn in 2013 due to uncertainty in the federal Defense Budget resulting from continuing resolutions, sequestration and other factors. Since 2015, however, the company is seeing an increase in sales. With 68 employees in 2020 (over half of whom are Native American), SKE continually invests in new technologies, employee training, customer service, and the latest manufacturing processes to increase sales and profitability for the future.

2.5.1.2 S & K BUSINESS SERVICES, INC. (FORMERLY S & K HOLDING COMPANY, INC.)

S & K Business Services, Inc. (formerly named S & K Holding Company, Inc.) was Tribally-chartered in 1992, and recently reorganized under the name of S & K Business Services. The company manages Boulder Hydro, a small-scale hydroelectric facility located on Tribal property northeast of Polson, as well as S & K Self-Storage in Pablo, which earn revenue to support the corporation. S&K Business Services has one subsidiary company, Sovereign Leasing and Financing, Inc., which manages equipment and vehicle leases for Tribal programs and private, Tribal member owned businesses. The company offices are located north of Pablo, where entrepreneurs can receive assistance with business planning, marketing, and financial management. In addition to business support services, S & K Business Services manages two Economic Development Administration (EDA) grants for CSKT. The company employs 1 CSKT Tribal member, 1 CSKT first generation descendant and one member of the Otoe Missouri Tribe.

2.5.1.3 S & K TECHNOLOGIES, INC.

S & K Technologies, Inc. (SKT), is a federally-chartered, Section 17 corporation. Headquartered in St. Ignatius, Montana, SKT oversees and manages nine wholly-owned limited liability companies (LLCs) for the benefit of its single shareholder, the Confederated Salish and Kootenai Tribes. These award-winning LLCs employ over 1,000 people at several offices across the United

States and locations abroad. SKT provides a broad range of services in the fields of aerospace, information technology, engineering, security, construction and other professional support services to both federal and commercial clients.

2.5.1.4 EAGLE BANK/S&K BANCORP

Eagle Bank was state-chartered in 2006, and is truly a “community-owned bank,” as it is owned by the CSKT membership. It is one of only several banks that are owned by Native American tribes. Its holding company, S & K Bancorp, is organized under Section 17 of the Indian Reorganization Act of 1934. The bank is regulated by the State of Montana Division of Financial Institutions and the Federal Deposit Insurance Corporation. S & K Bancorp is regulated by the Board of Governors of the Federal Reserve System. Eagle Bank continues to grow conservatively, with assets totaling over \$91,703,950 million. As of January 2021, the bank serviced 1,517 deposit accounts, totaling \$51.3 million, and 679 loan accounts totaling \$59.5 million. The bank has 15 full time employees, including 3 CSKT Tribal members, 2 CSKT Descendants and 4 members of other Native American Tribes. Eagle Bank is located in Polson and has a total of 6 ATMs in the Mission Valley, located in Evaro (Grey Wolf Peak Casino), St. Ignatius, Pablo and at KwaTaqNuk Resort in Polson

2.5.1.5 S & K GAMING, LLC

S & K Gaming, LLC, operates three properties—the KwaTaqNuk Resort and Casino in Polson, Gray Wolf Peak Casino north of Evaro, and the Big Arm Marina and Grill in Big Arm, Montana. Gaming employs up to 150 people during the peak summer season (Bryon Miller Dec. 2020). KwaTaqNuk is a 108-room hotel located on the southern tip of Flathead Lake. It has a restaurant, lounge, patio bar, 4 suites, an indoor swimming pool, a marina, large passenger boat, and meeting and banquet facilities that can accommodate more than 250 people. The gaming operation consists of 227 Class II gaming machines in two casinos, one smoking and one non-smoking. KwaTaqNuk also manages a second marina in Polson, which includes several RV slips, a dump station and boater fuel station, as well as a third marina and restaurant in Big Arm that also has 30 RV hook-ups, 20 cabin spaces, a restaurant and a boating fuel station. Gray Wolf Peak Casino has 325 Class II machines, a gas station and a small deli that sells some convenience items.

2.5.1.6 ENERGY KEEPERS, INC.

Once known as the Tribal Energy Department, Energy Keepers, Inc., is now a separate Tribal corporation that has acquired and is now managing the Selis Ksanka Qlispe Dam (formerly known as Kerr Dam) on the Lower Flathead River south of Polson. The company is a federally-chartered Section 17 corporation that is also exploring the feasibility of biomass and additional small-scale hydropower development on the Reservation. As of December 2020, the company had 26 employees.

2.5.2 TRIBAL AFFILIATES

Tribal affiliates work in conjunction with the Tribal corporations and other Tribal government programs to provide education, workforce training, and infrastructure to support the Tribal membership. These affiliates include Salish Kootenai College, the Salish and Kootenai Housing

Authority (previously described under section 2.4.10), and Mission Valley Power (see section 2.4.4).

2.5.3 TRIBAL GOVERNMENT REVENUE-PRODUCING PROGRAMS

2.5.3.1 TRIBAL CREDIT PROGRAM

The Tribal Credit Program was established in 1936. Its mission is to “improve the social and economic condition of [the] CSKT membership by providing sound, equitable and accessible loans through a sustainable revolving loan program.” The program provides mortgage loans for housing as well as and business and agricultural loans for up to \$400,000 Education loans, short-term loans and loans to CSKT enterprises are also available. As of December 2020, Tribal Credit has over \$7.4 million in short-term loans, \$1.75 million in education loans, and nearly \$37.8 million in long-term loans in its portfolio. (Pete White, Tribal Credit Manager, 2-4-21).

2.5.3.2 ECONOMIC DEVELOPMENT OFFICE—GRAY WOLF PARK

In addition to managing several grant programs and completing feasibility studies for CSKT, the Tribal Economic Development Office manages a 14-unit mobile home park at Evaro as a Tribal business that generates a profit for the Tribes.

2.5.3.3 TRIBAL LANDS DEPARTMENT

As mentioned previously, the Tribal Lands Department (TLD) manages nearly 2,000 home site, business, agricultural, utility, and transportation land leases and permits across the Reservation. TLD also provides probate, title plant, appraisal, agricultural, and other real estate services for CSKT and individually-owned Indian trust property owners. The Department generated \$931,719 of lease and permit revenue in Tribal Fiscal Year 2019.

2.5.3.4 TRIBAL FORESTRY DEPARTMENT

Tribal Forestry Department generated approximately \$1.2 million in revenue from harvesting 9.4 million board feet of timber in 2020. Tribal Forestry also manages greenhouses in Ronan and Pablo, providing trees, shrubs, sedges and grasses for Tribal as well as non-Tribal land restoration projects. The department employs as many as 300 people, including 150-175 seasonal employees.

2.5.3.5 NATURAL RESOURCES DEPARTMENT

The Natural Resources Department (NRD) manages the Blue Bay Campground on Flathead Lake, as well as several wilderness trails and campsites, and two urban parks. The Department also collects revenue from Tribal recreation permits.

2.5.3.6 TRIBAL PRESERVATION DEPARTMENT

The Tribal Preservation Department functions as a historic preservation office, and reviews proposed development projects for potential impacts to cultural resources on the Reservation and in aboriginal territories. The Department charges fees for this review, and negotiates

contracts with the U.S. Forest Service and other agencies to conduct cultural resource surveys on federal and other lands.

2.5.3.7 TRIBAL EDUCATION DEPARTMENT

The Tribal Education Department manages CSKT's People's Center Museum and Gift Shop north of Pablo. The Center is one of two Tribally-owned repositories for Tribal artifacts. Unfortunately, a fire in 2020 destroyed the gift shop and a portion of the repository at the People's Center. While CSKT works to rebuild the Center, the gift shop has been relocated to a site on U.S. Highway 93 in St. Ignatius. CSKT recently renamed the Center as the Three Chiefs Culture Center.

2.5.3.8 DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

In addition to managing human resource development programs, the Department of Human Resource Development (DHRD) manages the Tribal Transit Program. DHRD also manages the Quick Silver Express II gas station and convenience store in Pablo, which provides customer service and other training opportunities for Tribal members in entry level jobs. When the business makes a profit, the funds are used as matching funds for Transit Program grants. Since opening in 2007, Quick Silver Express II has provided multiple full-time jobs, training cashiers and gas attendants in retail service.

2.6 EXISTING TRIBAL JOB TRAINING PROGRAMS

The following programs provide workforce training opportunities on the Flathead Reservation. Each of these programs is described in greater detail in the attached Workforce Training Directory (see Appendices).

2.6.1 DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT (DHRD)

The Tribal Department of Human Resource Development operates several programs that provide training and work experience.

2.6.2 PERSONNEL DEPARTMENT INDIAN PREFERENCE OFFICE

The Personnel Department's Indian Preference Office provides CPR and 1st Aid training, and Road Construction Flagger Training, usually every Spring, before construction season begins.

2.6.3 SALISH KOOTENAI COLLEGE

Salish Kootenai College (SKC) offers programs that can meet the training needs of many Tribal members to qualify them for some of the professions that show the most potential for growth in the region. A partial list of degree and certification programs follows, and a brief description of each of the certificates and degrees offered is included on the SKC website. Contact SKC regarding these and any new training opportunities.

DEGREES AND CERTIFICATES OFFERED AT SALISH KOOTENAI COLLEGE

Salish Kootenai College Educational Programs		
WORKFORCE CERTIFICATIONS and SHORT-TERM TRAINING		
Bookkeeping and Payroll Emergency Medical Technician Flagging Construction Trades	Computer Applications Geospatial Science (GIS) Phlebotomy	Digital Fabrication Grant Projects Operations Unmanned Aircraft Systems (Drones)
CERTIFICATE OF COMPLETION: 1-YEAR PROGRAMS		
Bookkeeping and Payroll General Studies Highway Construction Training Medical Billing and Coding	Dental Assisting Technology Grant Projects Management Hospitality Operations Medical Office Assistant	Emergency Services Health Science Studies Medical Assisting Technology Office Assistant
ASSOCIATE DEGREES: 2-YEAR PROGRAMS		
Business Management Early Childhood Education Fine Arts Grant Projects Management Information Technology Mathematical Science Tribal Historic Preservation	Digital Design Technology Early Childhood Education P:3 Forestry Health Promotion Practices Liberal Arts Psychology Wildlife and Fisheries	Chemical Dependency Counseling Elementary Education General Science Hydrology Native Language Teacher Education Tribal Governance and Administration
BACHELOR DEGREES: 4-YEAR PROGRAMS		
Business Administration Elementary Education Information Technology Psychology Social Work Wildlife and Fisheries	Early Childhood Education Forestry Life Sciences Nursing Tribal Historic Preservation	Early Childhood Education P:3 Hydrology Secondary Education – Mathematics Secondary Education - Science Tribal Governance and Administration
GRADUATE DEGREES: MASTER'S		
Natural Resources Management		

2.7 RESOURCES THAT CAN PROVIDE SUPPORT TO TRIBAL MEMBER BUSINESS OWNERS

Several resources for Tribal member business owners, and prospective entrepreneurs, are listed in the Flathead Reservation Business Resource Directory which can be found at www.cskteconomics.org, including grant and loan opportunities, and technical assistance opportunities. A few of the Tribal programs are described here.

2.7.1 S&K BUSINESS SERVICES

S&K Business Services (formerly known as S&K Holding) provides business support services to Tribal entrepreneurs, including technical assistance with business plan development and grant

applications; access to a computer, copy machine, fax machine and a conference room; office, warehouse and storage unit space for rent; referrals to vendors and appropriate government or other regulatory agencies. Their affiliate corporation, Sovereign Leasing and Financing, Inc. (SLF) offers leasing options for business equipment and vehicles.

2.7.2 CSKT ECONOMIC DEVELOPMENT OFFICE

CSKT's Economic Development Office (EDO) has managed a small business grant program since 2010, assisting 63 Tribal member-owned businesses with capital for business start-up or expansion, equipment, supplies, insurance, rent and other operating costs. The Office also provides some technical assistance for business owners, and serves on the review committee for Montana's Indian Equity Fund program, which provides three or more additional grants per year for CSKT members living on and owning businesses on the Flathead Reservation. In 2020, utilizing CARES Act funding, the Office worked with S&K Business Services to award 110 grants to Tribal businesses that were struggling due to the COVID-19 pandemic.

The EDO has created a mailing list of Tribal member business owners for notification of upcoming meetings, grant and training opportunities. EDO hosts annual meetings with and multiple free training workshops for Tribal entrepreneurs and prospective entrepreneurs to discuss Tribal procurement, Indian preference and other policies and issues, as well as to provide information about grants and loans for small businesses, and business basics, bookkeeping basics, personal finance, Quick Books and social media marketing workshops. In 2021, the EDO will host tourism and Native American Made in Montana workshops. EDO's Planning Director and Economic Development Director are members of the Montana Economic Developers Association.

2.7.3 CSKT INDIAN PREFERENCE OFFICE

The Tribes' Indian Preference Office is part of the Personnel Department, and it maintains a list of Tribal member owned businesses that are certified as Indian Preference businesses. This "Business Listing" is published on CSKT's website, www.cskt.org, at the Employment tab. All Tribal entities are required to use this listing when procuring services. Tribal member business owners are encouraged to register with the Indian Preference Office.

2.7.4 SALISH KOOTENAI COLLEGE (SKC)

SKC offers two degree programs in business management:

- a Bachelor of Arts degree in Business Administration
- an Associate of Arts degree in Business Management

The programs are designed to provide students with essential business skills, and the knowledge needed to start and operate a successful business, including development of business and marketing plans, management techniques, and accounting practices.

2.7.5 TRIBAL CREDIT PROGRAM

Tribal Credit offers loans to members under two categories for business operation: Farm/Ranch Loans and Business Loans. (Under their policy, Farm/Ranch loans do not technically qualify as business loans.)

Farm/Ranch Loans may be approved at up to 5% interest for:

- Purchase of cattle or other livestock
- Farm operation
- Purchase of equipment

Business Loans may be approved at up to 5% interest for:

- Purchase or construction of a business facility
- Purchase of a business
- Business operating capital
- Purchase of equipment

2.8 ECONOMIC TRENDS, RELATIONSHIP TO THE OUTSIDE ECONOMY, AND OTHER ECONOMIC PERFORMANCE FACTORS

2.8.1 EMERGING OR DECLINING INDUSTRY SECTORS

The Flathead Indian Reservation has a fair mix of industries. Exiting the recent downturn in the economy, the Reservation is seeing strong growth in a variety of industries such as construction.

During the period ranging from January 1, 2020 to January 1, 2021, the Job Service Polson database showed that 1,399 jobs were available in the county, which includes a significant portion of the Flathead Reservation. There were other jobs available that were not posted in this database and were not quantifiable here. Health care careers and positions for drivers continue to lead the job opportunities. (Please note that while it is extremely difficult to provide complete quantitative data about the number of jobs in each field, the following shows a breakdown by keywords. This is not a scientific survey; however, the former Director of Job Service Polson, Project Partner Debra Krantz, believes this is representative of the types of jobs they are seeing locally.)

Keyword	# of postings		Keyword	# of postings
driver	49		CDL	6
nurse	43		C.N.A.	11
RN	24		health	97
home health	53		caregiver	43
retail	42		clerk	5
cashier	14		clerical	5
receptionist	10		administrative assist.	22

sales	32		food	20
cook	12		server	1
food service	17		housekeeping	14
day care	0		teacher	10
teller	2		finance	11
accountant	62		bookkeeper	2
HVAC	3		production	58
laborer	15		construction	12
farm	8		automotive	6
mechanic	10		machinist	0
manager	96		supervisor	25
computer	42		information technology	38

When looking at all of western Montana, the following table shows 32 occupations where there have been over 30 annual job openings and at least 1% annual growth. This table also lists the average annual wage for those occupations and highlights those occupations that most interested unemployed Tribal members, according to CSKT's 2014 Job and Training Needs Survey.

Western Montana Labor Market: 30+ Annual Openings and Growth of At Least 1% Per Year

Occupation	Annual Growth Rate (%)	Total Annual Openings	Average Wage (Year)
1. Personal Care, Child Care, Fitness Instructor, Recreation	2.4%	168	\$21,460
2. Computer and Mathematical Occupations (Computer and Info Sci)	2.2%	75	\$64,770
3. Nursing, Psychiatric, and Home Health Aides	2.0%	93	\$22,180
4. Health Technologists and Technicians	1.9%	138	\$30,010
5. Food and Beverage Serving Workers	1.8%	457	\$18,100
6. Supervisors of Food Preparation and Serving Workers	1.8%	43	\$28,110
7. Woodworkers (cabinet makers or finish carpenters)	1.7%	40	\$28,710
8. Financial Specialists	1.6%	76	\$54,440
9. Sales Representatives, Wholesale and Manufacturing	1.6%	47	\$46,640
10. Information and Record Clerks	1.5%	212	\$24,310
11. Health Treating Practitioners (Registered Nurse)	1.5%	189	\$58,840
12. Restaurant Hosts and Hostesses, Dishwashers	1.5%	90	\$18,150
13. Counselors, Social Workers, and Other	1.5%	87	\$38,000
14. Grounds Maintenance Workers	1.5%	55	\$30,000
15. Medical Assistant, Dental Assistant, Medical Equipment Preparer, Veterinary Assistant, etc.	1.5%	43	\$30,700
16. Construction Trades Workers	1.4%	197	\$37,090
17. Financial Clerks	1.4%	167	\$31,120
18. Building Cleaning and Pest Control Workers	1.4%	152	\$22,610
19. Motor Vehicle Operators	1.4%	133	\$39,430
20. Cooks and Food Preparation Workers (Culinary Arts)	1.4%	127	\$28,000
21. Secretaries and Administrative Assistants	1.4%	109	\$27,710
22. Supervisors of Office and Administrative Support Workers	1.4%	42	\$43,300
23. HVAC Mechanic, Machinery Mechanic, Medical Equipment Repair	1.3%	93	\$50,180
24. Business Operations Specialists	1.3%	81	\$45,420
25. Sales Representatives, Services	1.3%	53	\$46,640
26. Security Guards, Ski Patrol, Transportation Screeners, etc.	1.3%	52	\$22,690
27. Material Moving Workers	1.2%	89	\$40,000
28. Retail Sales Workers	1.1%	515	\$21,820
30. Vehicle and Mobile Equipment Mechanics, Installers, and Repair	1.1%	90	\$38,520
31. Metal Workers and Plastic Workers	1.0%	33	\$30,500
32. Law Enforcement Workers	1.0%	30	\$47,380

Occupations highlighted in yellow are those that unemployed Tribal members said interested them most. Occupations highlighted in green are those in which unemployed Tribal members are most interested in training.

Sources: Bureau of Business and Economic Research, University of Montana; Montana Department of Labor and Industry, Region 1, 2012-2022 Projected Employment. Region 1 includes Flathead, Lake, Lincoln, Mineral, Missoula, and Sanders Counties.

Timber production and jobs are bouncing back somewhat after the initial effects of the COVID-19 pandemic. The pandemic and other factors caused local mills to reduce the amount of “load they would take from local timber sales. This in turn affected the demand and prices followed downward. [In early 2021,] prices and demand are now trending upward in the region and local mills are slowly following suit.” (Tribal Forestry Department Head Tony Incashola, Jr., Jim Durglo, telephone communication, 2-22-21).

2.8.2 RELATIONSHIP TO LARGER REGIONAL AND GLOBAL ECONOMIES—ADVANTAGES AND DISADVANTAGES

Unlike more remote Indian reservations, the Flathead Reservation is located in the center of western Montana’s growing economy. The Reservation is bordered on the south by Montana’s second largest urban trade center, Missoula County, and on the north by one of Montana’s fastest growing counties, Flathead County—home to world-class skiing in Whitefish and located next to Glacier National Park. And because the Reservation is located on the major, transportation arterial that links these areas—U.S. Highway 93—there is some spillover effect from passing tourists, and economic leakage as Reservation residents travel to the cities to buy goods and services.

Recreationists and new residents come to the Reservation from these cities and beyond because the Reservation is blessed with spectacular natural resources including Flathead Lake, the Ninepipe and Pablo National Wildlife Refuges, the National Bison Range, the Mission Mountains, and the Jocko and Flathead Rivers. However, overuse of some areas and uncontrolled growth in others, is affecting Tribal member cultural practices, including fish, plant and berry harvesting.

CSKT currently offers lake trout fishing derbies on Flathead Lake and is considering commercial fish sales due to increased populations of lake trout—a non-native species introduced into the Lake by recreational fishermen years ago. Lake trout have outcompeted native fisheries in the Lake and the Tribes and State Department of Fish, Wildlife and Parks are working to restore the native fisheries.

To lessen the impacts of tourism, the CSKT are considering development of itinerary planning for tourists, and encouraging Tribal member trained guides to provide cultural education-based tours. Tours that were available at the Peoples Center Museum in Pablo are on hold due to a fire at the Center. Staff have relocated their offices and gift shop to St. Ignatius, and renamed the center as the Three Chiefs Culture Center.

2.8.3 OTHER FACTORS AFFECTING THE ECONOMIC PERFORMANCE OF THE RESERVATION

2.8.3.1 WORKFORCE ISSUES

According to the 2014 CSKT Sustainable Economic Development Study and Tribal Job and Training Needs Survey, nearly 3 out of every 5 Tribal members who are employed, work for CSKT. Approximately 23% work for a private or non-profit company, and less than 7% are self-

employed. If a federal shutdown should occur again, or if severe cutbacks are made to the Tribes' self-governance compact and Public Law 638 contracts, Tribal funds could not sustain Tribal employee wages.

Also, according to the Study, the unemployment rate for Tribal members living on the Reservation, ages 18-60, is 13.9%, which is considerably higher than the 10.8% rate for 2012 reported by the Montana Department of Labor and Industry for all people ages 16 and older in the Reservation's labor force. While overall Reservation unemployment had dropped to 4.9% in 2020, we were not able to capture

While Tribal government and its corporations have made great strides toward employing Tribal members, there remains a gap in employment and wages for many. The poverty rate for American Indian families in Lake County (the largest county within the Reservation) continues to be triple that of white families. CSKT's Department of Human Resource Development manages several income assistance and workforce development programs and provides services to 60 percent of the tribal members residing on the Flathead Reservation with Workforce Investment Act (WIA), Child Care, Temporary Assistance for Needy Families (TANF), Low Income Energy Assistance Program (LIEAP) and General Assistance funds--another indicator of the unemployment/under-employment rate of the Tribal population.²²

As mentioned previously, according to the ACS Community Survey 5-year estimate (2015-2020), the unemployment rate overall in Lake County among those 16 and older was 4.0%. The unemployment rate within the boundaries of the reservation was 7.4% according to ACS Community Survey (2015-2019). These numbers are most likely increasing due to the 2020-2021 COVID-19 pandemic.

The 2014 Survey also showed that, on average, Tribal members expressed a willingness to commute 30 miles one-way to work. A majority of Tribal members (54.5%) were willing to commute off the Reservation to work if they could return home each night, while 45.5% were unwilling to do so. The ACS Survey reported that of the employed 11,990 Tribal and non-Tribal workers above the age of 16, 880 worked from home, and 11,110 were willing to commute an average time of 19.1 minutes to their place of employment.

2.8.3.2 GAPS IN THE TRIBAL WORKFORCE

The Job and Training Needs Survey and resulting Sustainable Economic Development Study, focused closely on four groups of Tribal members:

1. Unemployed or not in the work force
2. Near or below the poverty threshold
3. Young adults
4. Women

²² DHRD, Annual 477 Report to the Office of Indian Energy and Economic Development, Division of Workforce Development, 2008.

Among unemployed Tribal members or those who were not in the labor force, most previously worked in low-skill and low wage jobs. The jobs included:

- Janitors and Cleaners
- Home Health Aides
- Wildland Firefighters
- Security Guards
- Dishwashers
- Maids and Housekeeping Cleaners
- Gaming Cage Workers
- Farmworkers and Laborers

In addition, the unemployed or those no longer in the labor force were much more likely to have low levels of education attainment than were other Tribal members. Almost 2 in 10 unemployed Tribal members (17.3%) and those not in the labor force (17.6%) completed less than a high school diploma or G.E.D., compared with only 1 in 10 of Tribal members overall (9.7%).

Most Tribal members who lived in a household below the poverty threshold also worked in entry-level or lower-skill occupations, including:

- Janitors
- Home Health Aides
- Landscaping Workers
- Cashiers
- Dishwashers
- Maids

Tribal members living below the poverty threshold were significantly more likely to have a high school diploma or G.E.D. (16.9%) when compared to all Tribal members (9.7%).

In contrast, many Tribal members living in near-poverty households already had significant levels of job training. The higher skill occupations reported by those who lived in near-poverty included:

- Accountants and Auditors
- Teachers
- Rehabilitation Counselors
- Community and Social Service Specialists

The lower skill occupations reported by near-poverty Tribal members also required significant training, and included home health aides, woodworking machine operators, and truck and tractor operators.

Evaluating the survey data for workforce achievement gaps is not always appropriate with young adults, since they are just beginning their labor force experiences. However, one gap that appears in the data is particularly significant. Proportionately more Tribal members ages 18-34 (15.2%)

had not completed high school or a G.E.D. than had all Montanans ages 18-34 (11.0%). Similarly, fewer young adult Tribal members had completed Bachelor’s Degrees (13.7%) than had all of Montana’s young adults (20.2%).

Finally, clerical, or administrative jobs dominate the list of the top 10 occupations of female Tribal members ages 18-60. The top ten occupations include:

1. Secretaries and Administrative Assistants
2. Accountants and Auditors
3. Home Health Aides
4. Janitors and Cleaners
5. Cashiers
6. Maids and Housekeeping Cleaners
7. Bookkeeping, Accounting, and Auditing Clerks
8. Office and Administrative Support Workers, All Other
9. Other Management Occupations
10. Nursing Assistants

2.8.3.3 HOUSING CONCERNS

In addition to livable wage employment, home ownership can also improve economic stability. Significantly fewer American Indians own their homes than the rest of the Reservation population (U.S. Census Bureau American Community Survey 2007-2011).

Owner and Renter Occupied Housing Units		
Housing	American Indian	Total Population
Owner Occupied	59.4%	67.6%
Renter Occupied	40.7%	32.4%

The Tribes are fortunate to have the Salish and Kootenai Housing Authority (SKHA), a critical component toward helping Tribal members become self-sufficient. It maintains approximately 500 low-rent properties, 30 Tribal membership participant properties, 19 transitional living units for homeless families and individuals, 60 trailer park lots and 50 rental assistance slots (SKHA, January 2021). SKHA provides housing rehabilitation, emergency home repair, and weatherization assistance for eligible Tribal members.

In addition to housing, SKHA provides valuable infrastructure and educational programs for the membership—managing 26 community sewer and/or water systems throughout the Reservation and providing homebuyer education classes. SKHA also provides down payment assistance for qualifying Tribal members seeking to purchase a home.

While SKHA assists a significant number of low-income families, there are many who are not served due to eviction, or SKHA’s limited funding to serve those on their waiting lists. The number of units SKHA has to offer has recently been limited due to contamination by

methamphetamine use or manufacture; over 40 units were closed in recent years until clean-up funds and certified workers become available to make the homes safe for habitation.

In 2020, CSKT purchased the Starlite Motel and renovated it to become the Morning Star Apartments which will provide housing and supportive services for 14 individual homeless Tribal members, and will be operated by the Tribal Defenders Office, with provided TBA rental vouchers from SKHA. In 2021 SKHA is scheduled to construct 6 additional low rent units in Pablo.

In addition, CSKT purchased six manufactured homes and one modular home in 2020 for families with housing insecurities related to the COVID-19 pandemic. Five are located at Maggie Ashley Trailer Park in Pablo, and two at the Tribes' Kicking Horse property.

Some Tribal members are trying to obtain residential lease lots from the Tribes on which to place a mobile or modular home, or to construct a home; however, some of the existing community sewer and water systems managed by SKHA are at capacity and cannot accommodate additional homes. Funding from the Indian Health Service to assist with sewer and water facilities for dispersed Tribal residential lots (those not within the areas served by community systems) has declined significantly in recent years. This factor makes it more difficult for Tribal members to own their homes as many do not have the means to pay for a well and sewage treatment system for their home.

2.8.3.4 INADEQUATE CULTURAL AND RECREATION FACILITIES

While the City of Polson and the Town of Ronan each have a bowling alley and a movie theater, none of the other Reservation communities have these amenities. Tribal community centers have been built in Arlee, St. Ignatius, Dixon Agency, Elmo and Hot Springs, but they need considerable maintenance. A bowling alley was built in Hot Springs, but it is not being used due to high operating costs and a leak in the roof. A longhouse was built in St. Ignatius for cultural activities and wakes, and Arlee's and Elmo's community centers are also used for cultural activities and wakes, but there is no large facility for wakes in the Ronan, Pablo or Polson areas—communities with the highest numbers of Tribal members as compared to other communities.

The Flathead Reservation Boys and Girls Club recently purchased and renovated a new facility in the Town of Ronan and built a new facility in Polson. The Tribal Health Department operates fitness centers in Arlee, St. Ignatius, Ronan, and Elmo and has relocated the Ronan facility to the Kicking Horse property southeast of Ronan.

Elmo's Koostahtah Hall is also in major disrepair and has been boarded up. Tribal youth and families in the Elmo community have no indoor recreational facilities for basketball or other activities.

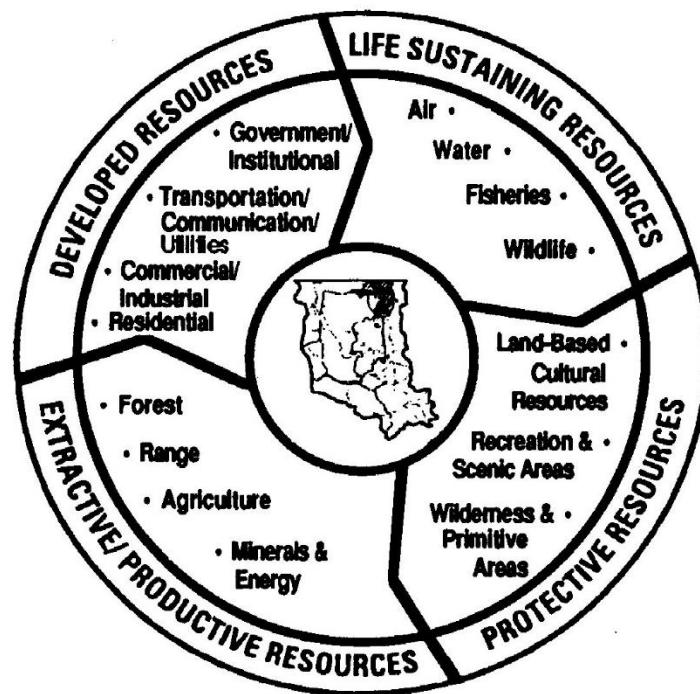
2.8.3.5 ENVIRONMENTAL ISSUES AND LAND USE

To protect the Class I airshed, water quality, fisheries, wildlife, wetlands, floodplains, prime farmlands, scenic areas, and other culturally important resources of the Reservation, the Tribes

completed a Flathead Reservation Comprehensive Resources Plan and a Land Use and Growth Projection Study in 1996. The Comprehensive Plan describes:

- the condition of 15 natural resource and land use categories (shown in the following diagram)
- resource management policies, laws and programs
- the public's and managers' concerns about the resources
- management goals, alternatives and objectives for all 15 categories

The following illustration depicts the interconnection between these resources. The Tribes adopted a policy of integrated resource management, where potential impacts on all land uses and natural resources must be considered before developing one resource, and protection of cultural resources, air and water quality, and fish and wildlife is the first priority.

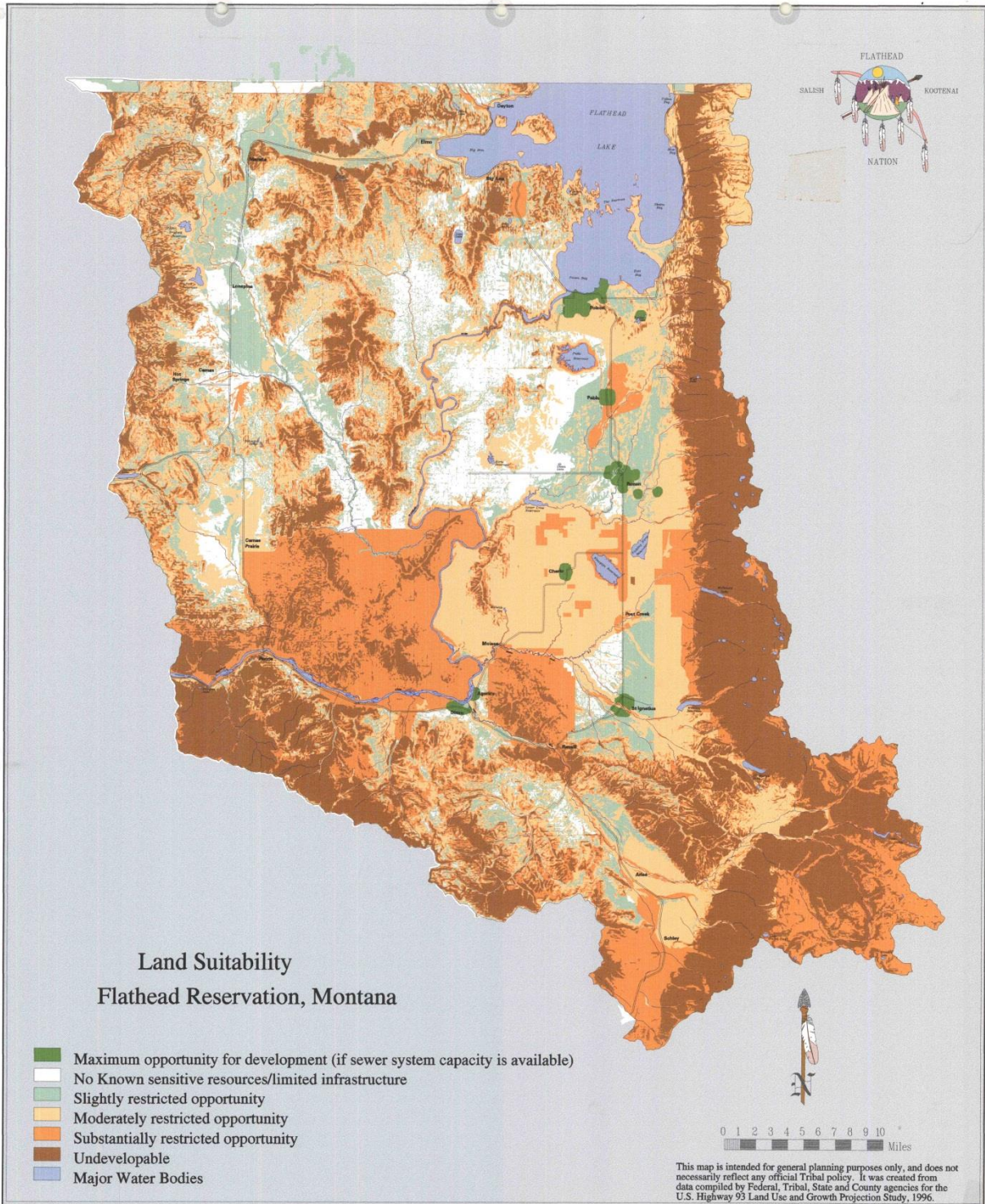


The U.S. Highway 93 Land Use and Growth Projection Study was completed when the Tribes were facing high levels of non-Tribal growth on the Reservation, and the proposed expansion of U.S. Highway through the Reservation was threatening Tribal resources and cultural values. The Confederated Salish and Kootenai Tribes created a team of Tribal and county planners, and included a consultant who worked for the Montana Department of Transportation, to conduct about public opinion poll about growth and resource protection on the Reservation.

Poll results showed that the majority of Reservation residents wanted to protect water quality, wetlands, other wildlife habitat, farmlands, scenic areas and more. The Tribes' planning director, hydrologist, wildlife managers, and computer mapping staff mapped the Reservation's wetlands,

prime farmlands, floodplains, vulnerable aquifers, steep slopes, sensitive wildlife habitat, and scenic areas along Highway 93. The team established sensitivity values for these resources and the planning director created a Land Suitability Model that included the Reservation's community sewage treatment districts and towns. The Model resulted in a Land Suitability Map that shows those lands that have maximum opportunities for development, those that are undevelopable, and those with varying degrees of opportunity (depending on the types and sensitivity of the natural resources occurring in those areas).

This map, and site-specific environmental assessments that comply with the National Environmental Policy Act and Tribal natural resource protection and historic preservation policies, have guided new Tribal development on the Reservation since 1996.



The “undevelopable” areas depicted here are slopes that are steeper than 35% and are not suitable for building construction due to high erosion potential, inaccessibility for emergency vehicles and other factors. The dark orange color includes sensitive aquifer areas, areas that frequently flood, areas of wildlife concern, etc. (Please refer to the 1996 Land Use and Growth Project Study for additional information about this map.)

Tribal policy encourages high intensity land uses to occur near existing infrastructure that has the capacity to accommodate new development. Sensitive wildlife habitat, agricultural lands, surface and ground water, and cultural resource areas are protected by management plans and regulations including plans for grizzly bears and other sensitive species, the Mission Mountains Tribal Wilderness and Buffer Zone, the Lower Flathead River Corridor, forest management, noxious weed management and fisheries. In addition, these resources are protected by the mitigation requirements of programmatic environmental assessments and policies for residential and commercial lease development, the Aquatic Lands Protection Ordinance, the Shoreline Protection Ordinance for Flathead Lake, Cultural Resource Protection and Historic Preservation ordinances, and a septic system permitting ordinance—to name only a few.

Brownfields sites have also been mapped and targeted for clean-up. One such site is located at Dixon Agency, where a former municipal dump and post and pole yard await final clean-up. This location has a rail spur and may be used again for commercial or industrial purposes in the future.

2.8.3.5.1 LAND USE PATTERNS AND LACK OF INFRASTRUCTURE

Tribal commercial lots are generally located in towns where they have access to paved streets and utilities. Vacant commercial lots are currently available on Tribal land just outside of Hot Springs, and in Elmo, Pablo, St. Ignatius and Arlee. The Tribal Economic Development Office has completed environmental review and mapped 5 additional lots in Arlee, 3 in Elmo, and 3 in Pablo. Pending environmental review, Highway 93 frontage may also be available for commercial development in St. Ignatius. Some of these lots are temporarily permitted for Christmas tree sales, firework stands and other uses. Not all of them have the physical infrastructure needed to be “turn-key” lots for permanent development, and many entrepreneurs do not have the revenue to finish developing the infrastructure, or even develop the building needed to house a business. Funding is limited and growth has slowed in many of these communities with the recent recession. The Tribes will continue to seek funding to fully develop some of these lots when feasible.

Development of a Tribal business park north of Pablo, that could attract new business to the Reservation, and provide commercial lots for Tribal member-owned businesses, has been challenging partly due to lack of maintenance on the railroad line adjacent to the park site. Development of a frontage road parallel to U.S. Highway 93 that would serve the park is also needed.

Salish Kootenai College cannot expand its facilities, and other new businesses cannot develop in Pablo because the Pablo community water system does not have adequate water storage for fighting fires at new non-residential facilities.

2.8.3.5.2 CLIMATE CHANGE

In September 2013, the CSKT adopted a Climate Change Strategic Plan “to improve the Tribal community and its lands’ resiliency to climate change by effectively informing planning decisions made by the Tribes...” The Climate Change Plan states that “all models predict warmer

temperatures, lower snowpack, more frequent and severe droughts and floods.... Fire severity can be expected to increase given warmer and drier conditions....”

The Plan predicts impacts on air quality and states that “as climate change accelerates, it is increasingly expected to outpace the ability of wildlife to respond and adapt. Approximately 30% of all species could be lost by 2100.... In the Rocky Mountains, warming is projected to cause a loss of up to 42% of current trout habitat by the end of the century. Invasive species, including noxious weeds, pine and spruce beetles, and others are expected to continue to spread, partly due to declining or weakened native species and warmer temperatures. Warmer waters are also expected to benefit invasive aquatic species and aquatic pathogens.”

As stated earlier in this document, Tribal traditions depend on land-based cultural resources which include native fish and wildlife and their habitats, food and medicinal plants and the areas where they grow, prehistoric and historical use sites, and other land areas where Tribal members currently carry on cultural traditions.

Hunting, fishing, plant harvesting, hide-tanning, food and medicine preparation, singing, dancing, praying, feasting, storytelling and ceremonies are examples of age-old traditions that rely on the land and the community of life it supports.

The Climate Change Plan states that the CSKT Historic Preservation Office “recognizes that it is unknown if it is possible to reverse climate change, but that the Tribes need to protect cultural resources as much as possible while looking for solutions—that this work must be done now.” Cultural resources are being lost, altered or destroyed as lands are logged, tilled, mined, or developed for housing, businesses, roads and more. Before any Tribal development occurs, or any development occurs on federal lands, with federal funds, or through a federal action, the developer must obtain a Tribal cultural clearance.

The Plan’s strategy is to continue to assess Reservation impacts from climate change, with considerations “provided for the built, natural, and social environments, with specific focusses on nine sectors, which include forestry, land, fish, wildlife, water, air, infrastructure, people, and culture.” Goals, action steps, partners and potential funding sources for each sector are described on pages 52-64 of the Plan, and Plan implementation is being coordinated by a Climate Change Oversight Committee. The goals and actions steps are also listed in the Action Plan portion of this Plan. For more information, the Climate Change Plan is located at <http://nrd.csktribes.org/component/rsfiles/download?path=EP%252FCSKTClimatePlan.pdf> . The CSKT Climate Change Committee is currently working on an update to the Plan.

2.8.3.6 TRIBAL ECONOMIC DEVELOPMENT LAWS AND POLICIES

Tribal laws and policies that apply to economic development include but are not limited to the:

- *Tribal Constitution*
- *Tribal Corporate Charter*

- *Flathead Reservation Corporation Ordinance 54A* -- describes the rules followed by CSKT for chartering and regulating economic development corporations organized under the Tribes' Constitution)²³
- *Gaming Ordinance 92D (Amended)* -- regulates all forms of Gaming conducted within the boundaries of the Reservation²⁴
- *Limited Liability Ordinance 104A* - provides the rules followed by CSKT for chartering limited liability companies under Tribal law; may be used to organize solely-owned and member-owned companies²⁵
- *Resolution #03-100 Establishing Policy and Procedures for Board and Committee Memberships*
- *Tribal Council Policy to Strengthen the Owner/Operator Relationship with Tribally-owned Businesses (Corporations)*
- *2015 Sustainable, Comprehensive Economic Development Strategy (CEDS)/Plan* – Some of the objectives in this strategy have been completed, and others are ongoing and listed in this new CEDS. Upon adoption by the Tribal Council, this 2020 Comprehensive Economic Development Strategy will replace the 2015 CEDS.
- *Tribal Procurement Policy* -- adopted by Tribal Resolution 11-246 in 2011, requiring that Tribal purchase of goods and services follow a priority of sources:
 1. government sources first
 2. then Indian businesses, and
 3. lastly, other commercial organizations/vendors.

Tribal government entities are encouraged to purchase items through Property and Supply Department staff members who can assist them in adhering to the priority of sources policy. Tribal entities not utilizing Property and Supply are required to follow the priority of sources listed above, and document the vendor selection on the purchase requisition.

- *Indian Preference Ordinance* – established “to counter the effects of discrimination against Indians and to promote Tribal and individual economic self-sufficiency ... so that preference is granted to qualified Indian employees and qualified Indian-owned entities within the boundaries of the Flathead Indian Reservation whenever permitted by Federal law.” This preference is also applicable for the award of contracts and subcontracts for the procurement of services, materials, supplies, and equipment required for work to be performed. First preference is given to CSKT member-owned businesses that bid within 10% of the low bid or price quote for a product or service, and allows them to adjust their

²³ To review a copy, go to www.cskt.org. Click on the “Services” button at the top of the page, then click on “Economic Development” and look for the “Available Documents” at the bottom of the page.

²⁴ A Gaming Commission, consisting of three, licensed Tribal members appointed by the Tribal Council, is responsible for the administration of Gaming licenses, promulgating Gaming rules pursuant to the Ordinance, game operations, and internal fiscal affairs relating to Gaming operations.

²⁵ To review a copy, go to www.cskt.org. Click on the “Services” button at the top of the page, then click on “Economic Development” and look for the “Available Documents” at the bottom of the page.

bid to meet the low quote. Second preference is given to any other Indian-owned business

Tribal Procurement and Indian Preference Policy Compliance – While Indian preference and procurement policies establish a process for using Tribal member-owned businesses in the procurement of goods and services, non-compliance with these policies by some departments is a concern.

3 ECONOMIC STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

The following identification of the Reservations' strengths, weaknesses, opportunities and threats (SWOT) provides a platform from which to develop an action plan for economic development priorities. It answers "Where are we now?" and helps identify assets that can be leveraged, weaknesses and threats that should be acknowledged and remedied (if possible), and opportunities that could improve the Reservation economy.

3.1 STRENGTHS

3.1.1 PEOPLE, CULTURE, ENVIRONMENTAL QUALITY

The people, and the rich culture and environmental quality of the Tribal homeland are the Reservation's greatest strengths.

3.1.2 PARTNERSHIPS

Another major strength is the partnerships that continue to be developed to improve the economic well-being of Tribal members and other Reservation residents. For example, the Tribes have been working with a Steering Committee of Sustainable Economic Development Project Partners to guide development of this Sustainable Economic Development Strategy. These partners have identified an abundance of resources that can be utilized to help the Reservation economy. **Steering Committee Partners** include:

- Salish Kootenai College
- Montana Department of Commerce
- Lake/Sanders County Job Service
- S&K Business Services/Sovereign Leasing and Financing
- Lake County Community Development Corporation
- Multiple Tribal government departments including
 - Education
 - Forestry/Fire Control
 - Lands
 - Human Resource Development
 - Finance Office
 - Personnel

Other potential partners who can assist with economic development include the:

- U.S. Department of Commerce Economic Development Administration (EDA) – planning and infrastructure development grants
- U.S. Department of Agriculture – planning and infrastructure grants and loans
- Small Business Administration and Business Development Centers
- U.S. Department of Labor
- U.S. Department of Interior Bureau of Indian Affairs – loan and grant opportunities
- U.S. Treasury Community Development Financial Institution (CDFI) Program

- U.S. Department of Health and Human Services, Adult Children and Families Agency, Administration for Native Americans (ANA) – planning and workforce development grants
- U.S. Department of Transportation – TIGER grants
- Affiliated Tribes of Northwest Indians (ATNI)
- ONABEN: A Native American Business Network
- Montana Indian Business Alliance (MIBA) – see attached Business Resource Directory
- Montana Department of Commerce
 - Native American Business Assistance Program
 - Funds Tribes to provide technical assistance to entrepreneurs
 - Offers small grants for entrepreneurs (see Business Resource Directory)
 - Funds Tribal economic development feasibility studies and plans
 - Big Sky Trust Fund
 - Grants for Preliminary Architecture and Engineering Reports
- Montana Economic Development Association (MEDA)
- Montana Associated Technology Roundtables (MATR)
- Native American Finance Officers Association (NAFOA) -- This national, not-for-profit organization works with tribal governments and enterprises, and provides educational resources and forums about business, finance and accounting, including information about best practices. NAFOA also provides professional idea-sharing and networking opportunities for its members. See www.nafoa.org .
- Other potential grant funders include:
 - Kellogg Foundation
 - MJ Murdock
 - Kresge Foundation
 - Shakopee Tribe
 - Seminole Nation
 - OP&WE Edwards Foundation
 - Charlotte Martin Foundation
 - Dennis and Phyllis Washington Foundation
 - Orton Foundation
 - Lower Flathead Valley Foundation
 - Bill Gates Foundation
 - Kraft Foods
 - Blue Cross/Blue Shield Foundation
 - Northwest Area Foundation
 - St. Luke Foundation
 - Nike N7
 - Apple Foundation
 - Notah Begay Foundation
 - Wal-Mart
- Additional agencies that provide assistance to entrepreneurs are listed in the attached Business Resource Directory.

- Other agencies that provide apprenticeship opportunities and workforce training are listed in the attached Workforce Training Directory.

3.1.3 OTHER STRENGTHS

Additional strengths are listed in the following SWOT analysis that was completed in late 2014 by the Steering Committee. After compiling the previous Economic Setting section of this document, CSKT’s Economic Development Office and Sovereign Leasing and Financing company identified additional strengths and weaknesses, and opportunities and threats that were added to the Committee’s SWOT analysis.

3.2 WEAKNESSES OR CHALLENGES

3.2.1 BARRIERS TO EMPLOYMENT

At least two-thirds of the 771 Tribal members who completed the 2014 CSKT Job and Training Needs Survey said their household faced at least one of the following barriers to employment, and almost half said their household struggled with two or more of these barriers.

Job Training or Education-Specific Barriers Experienced by Tribal Members	
Training or education-specific barrier	% Tribal Members
Lack of money for education or training	43.4%
Lack of computer skills	33.8%
Lack of education	32.9%
Lack of job skill training	30.7%
Lack of work experience	30.1%
Lack of job search training	20.2%

In addition to the barriers listed in the table, Tribal member survey respondents noted the following as the most important barriers to a job, job training, or education.

- ❖ lack of transportation
- ❖ problems associated with disabilities and health
- ❖ discrimination

- ❖ criminal charges or addiction
- ❖ no driver's license

3.2.2 OTHER WEAKNESSES OR CHALLENGES

Additional weaknesses or challenges are listed in the following SWOT analysis.

3.3 OPPORTUNITIES AND THREATS

The following table lists the opportunities and threats identified by the Steering Committee and during the analysis of the Reservation's economic setting.

3.4 CSKT SWOT ANALYSIS TABLE

Strengths	Weaknesses or Challenges	Opportunities	Threats
<p>Growing Collaboration with State/Federal Government</p> <p>Social Media Fosters Community</p> <p>University and Educational Systems</p> <p>Salish Kootenai College</p> <p>Stable Government</p> <p>Family Perspective</p> <p>Diverse Training Resources</p> <p>Partnerships and Collaboration</p> <p>Survey and Study Data</p> <p>Entrepreneurship Training Opportunities:</p> <ul style="list-style-type: none"> - S&K Bus. Services/ Sovereign Lsg. & Financ'g. 	<p>Barriers to Employment</p> <p>No Uniform Commercial Code</p> <p>More Single Parent Families</p> <p>No Employee Loyalty – No Guarantee of Pension</p> <p>Media Sensation vs. Emotional Honesty</p> <p>Micro Managing</p> <p>Transportation System and Resources</p> <p>Change in Value of Employment vs. “having a job”</p> <p>Media Has Shifted Our Ideas & Changed Our Society More Quickly</p>	<p>Mission West CDP Provides Training for Business Owners</p> <p>High School Juniors Meet with Tribal Education Re: Job Trends & Opportunities</p> <p>Networking With Retiring Small Businesses</p> <p>Tribal or Rez Bucks</p> <p>Pablo Business Park</p> <p>SKC & Job Corps Training Opportunities</p> <p>MT Department of Commerce Tourism Training – Maria Valandra--Looked at Community Values</p> <p>Indian Pref. Office – Tribal Member Job Opportunities and Contractor List</p>	<p>Abundance of Caution! (Slow)</p> <p>Lack of Apprenticeship and Work Experience Opportunities</p> <p>Cost of Living – Inflation! – People Need to be Paid a Livable Wage</p> <p>Substance Abuse – Worker Reliability/Job Retention Concerns</p> <p>Fee Land Owners – Continued Land Subdivision and Resource Development/Overuse in Sensitive Natural and Cultural Resource Areas</p> <p>Hopelessness in the Minds of Youth</p> <p>Environmental Discontinuity, Global Warming, Climate Change, Food Supply</p> <p>Cost of Secondary Education</p> <p>Economic Leakage</p>

<ul style="list-style-type: none"> - Montana Commt. Dev't. Corp. (CDC) - Lake Co. CDC - Sm. Business Administrat'n. - CSKT <p>Indian Preference Ordinance & Office</p> <p>Many Educated, Professional People</p> <p>Broad Natural Resource Base</p> <p>Pristine, Scenic Environment</p> <p>Unique Cultural Setting and Knowledge Base—Culture Committees and People's Center</p> <p>New Bicycle/Pedestrian Pathways Providing Alternative Transportation and Recreation Opportunities in Warmer Months</p> <p>Partnership with Job Service Polson</p>	<p>Some Tribal Corporations Pay Lower Entry-level Wages than Tribal Gov't.</p> <p>Lack of Motivated, Trained Workers for Some Jobs Every Day Job Tasks Consume too Much Time-Hard to Focus on Culture</p> <p>Have to Live in Two Worlds & Survive in Both</p> <p>Lack of Marketing Re Benefits of Indian Preference Office & Non-Compliance w/Ordinance</p> <p>It's Hard to Connect With Shifting Goals & Priorities</p> <p>Too Much Governmental Dependence-welfare system incentivizes low-income status</p> <p>Lack of Financial Resources</p> <p>Too Many Distractions in Mainstream Society</p>	<p>Help Non-Native Community Understand Support for Tribal Businesses is Support for Family (Tribes are like a large family who need to support each other.)</p> <p>Free Testing and Classes at SKC for Individuals to Obtain High School Equivalency Certificate</p> <p>International Economy</p> <p>Value(s) of Culture, Place and History to Others – Promote Tribally-Guided Tours, Native Crafts Vendor Stands, Canoe Building and Races on Flathead Lake</p> <p>DHRD Transit</p> <p>MT Main Street Goal to Work w/SKC to Fund More Apprenticeships</p> <p>Char-Koosta – Market Tribal Businesses & Indian Preference Benefits</p>	<p>Non-Native Lake Trout Out-Competing Native Fish Populations in Flathead Lake</p> <p>Effects of Federal Budget Sequestration and Continuing Resolutions on Tribal Compact/638 Contracts and Corporation Contracts</p> <p>Natural and Man-made Disasters</p>
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	<ul style="list-style-type: none"> - Cell Phones - Video Games - TV--Little Focus on Community <p>Lack of Soft Skills</p> <ul style="list-style-type: none"> - Respectful Communications - Service Orientation <p>Degradation of Values (Social Fabric)</p> <p>No Consensus on Path to Take Amongst 8000+ Members</p> <p>Internal Resistance from Some Departments or Entities in Following Established Policies Regarding Bid Opportunities & Employment</p> <p>Short-Term Wants (Mass Media Demands)</p> <p>Tribal Members unwilling to work for non-Tribally affiliated entities</p>	<p>Growing Population on Rez</p> <p>Growing Market for Made in Montana/Native Products</p> <p>SKQ Dam</p> <p>Development of Hot Springs Area</p> <p>Water Compact</p> <p>Salary Survey</p> <p>Entrepreneurial Incentives</p> <ul style="list-style-type: none"> - Grants - Marketing Thru Media <p>Gift Cards</p> <ul style="list-style-type: none"> - Owner Gets Benefit - Gift Card Receiver Gets A Good Meal <p>A few Flathead Lake lots may be available for development and lease</p> <p>Tribal Education Dept. Scholarships</p>	
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	<p>Membership is not informed about Job Training Opportunities</p> <p>Many Members Renting versus Owning Homes – no Equity</p> <p>Housing and Home Site Waiting Lists – Need to Develop More Residential Lease Lots</p> <p>Need for No-cost Computer Literacy Training for Unemployed</p> <p>Lack of Work Experience</p> <p>Economic and Resource Sustainability</p> <p>Limited # of Tribal Commercial/Industrial Lots for Bringing in Outside Business and Serving Tribal Entrepreneurs</p> <p>Infrastructure \$ Needed to Develop a Business Park</p>	<p>SKC’s LSAMP Scholarship & International Research Programs</p> <p>American Indian College Fund Scholarships</p> <p>Dual Enrollment and STEM Program with SKC for High School Students</p> <p>Over 1/3 of Tribal Members Responding to Survey are Very Interested in Starting a New Business</p> <p>Food Sovereignty Ideas/Mission Mountain Food Enterprise Center/SKC</p> <p>Alternative Energy and Energy Conservation Opportunities</p> <p>SAMHSA and Other Tribal Programs to Form a Coalition</p> <p>Climate Change Plan and Planning Group / EAGLES</p>	
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	<p>Inadequate Water Storage at SKE Resulting in Increased Fire Insurance rates</p> <p>Inadequate Water Storage in Pablo has resulted in a Moratorium on New Commercial Dev't. – College can't expand</p> <p>Succession Planning Needed for Retiring Tribal Managers</p> <p>Lack of Adequate Recreational and Fitness Facilities in Many Communities – Nothing for Youth</p> <p>No large facility for Tribal wakes in the Ronan/Pablo/Polson areas</p> <p>Need for Roadside Stands for Arts and Craft Vendors to Sell Products During Tourist Season</p> <p>Meth-Contaminated Housing Units – bank financing issue</p>	<p>Fishing Derbies and Commercial Fish Sales of Flathead Lake Trout</p> <p>Funding for training through WIOA and HELP-Link Programs operated by Job Service Polson. Access to job readiness skills training and apprenticeship information.</p> <p>Work Experience & Emergency Hire CSKT Job Opportunities</p> <p>Small Business Administration assistance</p> <p>Frequent entry level CSKT jobs available</p> <p>Day labor postings available from Job Service Polson – check their office window during COVID-19 closure</p>	
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	<p>Substance Abuse Affecting Children of Abusers – Need Education, Prevention, Treatment and Aftercare</p> <p>1/5 of Unemployed Do Not Have a High School Diploma or Equivalency Certificate</p> <p>Indian Health Service Funding Cuts for Sewer/Water Infrastructure</p> <p>Increasing Electricity Costs</p> <p>Dixon Agency and Old Dumpsites Need Clean-Up</p> <p>Need Skilled Workers for Higher Paying Jobs</p> <p>Need to Update Tribal Administrative Procedures Ordinance</p> <p>Over \$2 Million Worth of Existing Tribal Building Maintenance Needs</p> <p>Few CSKT day labor opportunities and many</p>		
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	<p>Tribal members cannot hold a permanent full-time job</p> <p>Losing Traditions/Way of Life</p> <p>Difficulty getting into substance-abuse treatment center</p> <p>Impacts from the COVID-19 pandemic</p>		
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4 STRATEGIC DIRECTION, ACTION PLAN & EVALUATION

This section is divided into three subsections:

- Strategic Direction – which includes the Vision and Goals that CSKT has for economic development on the Reservation
- Action Plan – the specific, measurable, action-oriented, realistic and time-bound (SMART) objectives and steps CSKT and its partners plan to take to accomplish these goals, including reasonable cost estimates and potential funding sources, and objectives that address economic resilience²⁶
- Evaluation – the measures of success that determine whether the goals and objectives have been met

4.1 STRATEGIC DIRECTION

Over a decade ago, the Confederated Salish and Kootenai Tribes adopted Vision and Mission statements. While these are long-range statements that apply to more than economic development, they provide the comprehensive direction that must guide CSKT’s economic action steps.

4.1.1 TRIBAL VISION

The traditional values that served our people in the past are imbedded in the many ways we serve and invest in our people and communities, in the way we have regained and restored our homelands and natural resources, in the ways we have built a self-sufficient society and economy, in the ways we govern our Reservation and represent ourselves to the rest of the world and in the ways we continue to preserve our right to determine our own destiny.

4.1.2 TRIBAL MISSION

Our mission is to adopt traditional principles and values into all facets of Tribal operations and services. We will invest in our people in a manner that ensures our ability to become a completely self-sufficient society and economy. And we will provide sound environmental stewardship to preserve, perpetuate, protect and enhance natural resources and ecosystems.

4.1.3 VALUES

The following Tribal values are written on the walls of the CSKT People’s Center in Pablo, and should be incorporated into all efforts for Tribal resource management and economic development:

- Commitment
- Honesty
- Trust
- Vision

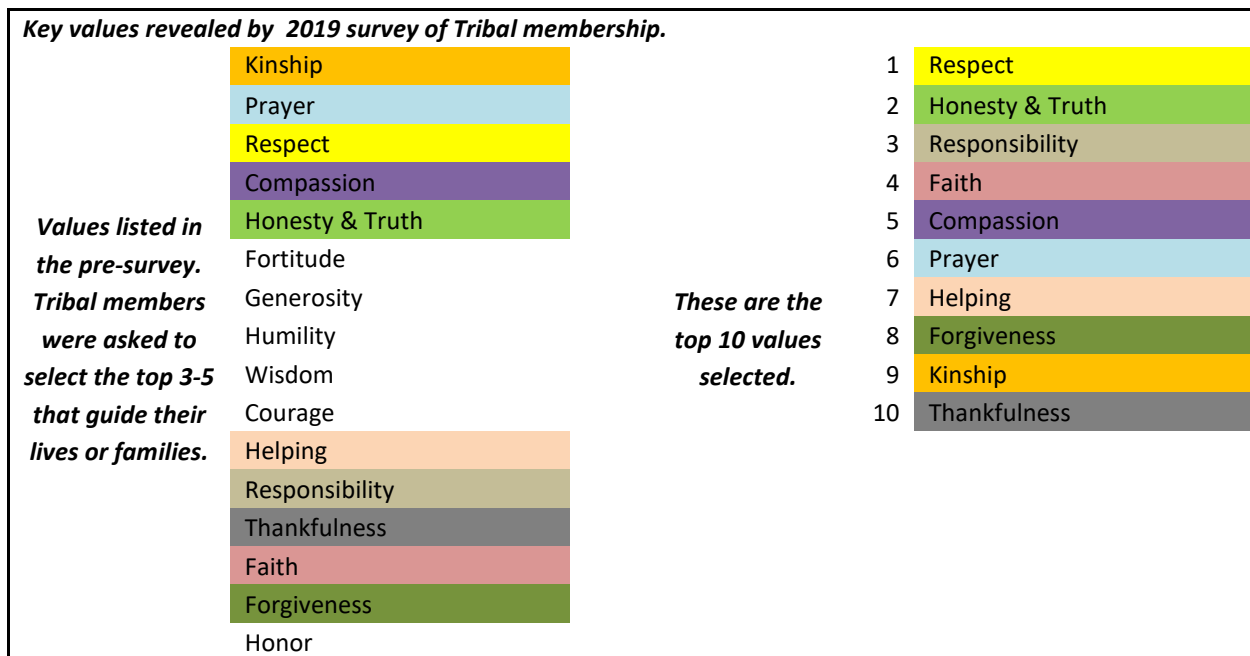
²⁶ Economic resilience is the ability to withstand and quickly recover from, and possibly avoid economic “shocks” or disruptions.

- Cooperation
- Courage
- Respect
- Spirituality

Other values that are important to the partners who worked on this strategic plan include:

- Equality
- Loyalty
- Generosity
- Family
- Freedom
- Creativity

Core values identified by the Tribal membership in a survey of Tribal members living on the Flathead Reservation in May of 2019.



4.1.4 TRIBAL ECONOMIC DEVELOPMENT GOALS

The following economic development goals were adopted by the Tribal Council in 2007, and reaffirmed in 2013:

1. Reinforce traditional principles and values into all facets of Tribal operations and service, including investing in our people in a manner that ensures our ability to become a completely self-sufficient society and economy.
2. Provide a sustainable economy for our next generation (20- to 25-year horizon) that includes, but is not limited to, the following:

- a. Protect and develop the Tribal economy by taking advantage of the unique qualities and opportunities of the Tribal Government status while protecting the environment.
 - b. Provide alternative revenues and job opportunities for the next generation.
 - c. Develop the skills and knowledge of our people.
 - d. Provide a broad range of opportunities for Tribal members by stimulating the Tribes' private sector and facilitating economic growth.
 - e. Provide alternative development opportunities including those that add value to our natural resource base and create marketable products instead of just selling raw materials off to outside parties.
3. Provide for near-term economic development (five- to ten-year horizon) that includes, but is not limited to, the following:
- a. Diversify revenue sources so as not to be dependent on limited sources such as the government, timber, and energy.
 - b. Bring in investments and revenue from outside sources.
 - c. Maximize the flow of money in the local Tribal economy.
 - d. Extend the range of CSKT economic influence and businesses beyond the local economy while promoting and protecting the interests of Tribal entrepreneurs.
 - e. Invest in Tribal members' education and skills for the jobs of the future.
 - f. Establish curriculum at local colleges and training institutions that serve the economic and business opportunities of the Tribes.
 - g. Make a transition from the current Tribal philosophy of employment to employability.
 - h. Create business opportunities for individual Tribal members to participate in the local, regional, and global marketplace.
 - i. Take advantage of development opportunities provided by the Reservation setting, including alternative energy, water development, utilities, pipelines, and other transmission initiatives.
 - j. Develop policies for internal capacity building, work force development, Tribal procurement strategies, and other measures that will create alignment between government services and economic development opportunities.
 - k. Establish targets for enterprise return on investment/profitability and funds for reinvestment in existing enterprises as well as investment in new enterprise opportunities.
4. Establish and monitor standards for enterprise/corporate business planning to assure all chartered enterprises meet business planning standards and use plans to facilitate linkages between Tribal goals and enterprise strategies.
5. Establish a process for preparation and periodic update of a CSKT government-wide strategic plan that embraces and sets goals for all aspects of the Tribes including governance, economic development, natural resources, human resources, community/infrastructure development, and traditional/cultural values. It is the policy of the Tribal Council to initiate a broad-based government strategic planning effort, including linkages of the strategic plan to Tribal processes for budgeting and resource allocation.

4.1.5 CSKT GOALS, OBJECTIVES AND TASKS IDENTIFIED AS PART OF THE MAIN STREET MONTANA (PLANNING) PROJECT

At a June 18, 2014, brainstorming session between Tribal and State of Montana leaders, the following goals, objectives and tasks were identified for the Flathead Reservation. The goals are based on four of the five “pillars” of the economy that were identified in the Main Street Montana (Strategic Planning) Project--a Business Plan for Montana by Montanans--that was initiated in 2013.

GOAL 1: Train and Educate Tomorrow’s Workforce Today

Objective 1: Support high school graduation and K-12 workforce and college readiness

Recommended Partners: Salish Kootenai College (SKC), Tribal Early Childhood Services and Education Departments

Tasks:

- More parent/teacher conferences per year
- A focus on Headstart and Early Learning
- More cultural relevance in education
- Prioritize attendance
- School-to-work initiative
- Job shadowing
- Career exploration and readiness
- College preparation awareness – including for parents

Objective 2: Support higher education and training opportunities for CSKT students

Recommended Partners: , SKC, CSKT Executive Team, Lake County Job Service

Tasks:

- Apprenticeships and Internships
- Succession Planning (for CSKT positions with impending retirements)
- Trade programs
- Support of PAID internships
- Value system emphasis
- Provide funding for training
- Parental awareness of college readiness

GOAL 2: Create a Climate that Attracts, Retains and Grows Businesses

Objective: Create SUSTAINABLE employment at MEANINGFUL wages

Recommended Partners:

Tasks:

- Attract electronic-based companies
- Identify available labor force
- Identify employer needs
- Healthcare
- Child care
- Personal care

GOAL 3: Build Upon Montana's [CSKT's] Economic Foundation

Objective: Support Infrastructure development that enables economic growth

Recommended Partners: S&K Electronics President, Sovereign Leasing & Holding President, CSKT Economic Development and Housing Authority Directors, MVP, Tribal IT Department, USDA Rural Development

Tasks:

- Provide "last-mile" connection for broadband
- Train people about the real uses of superfast broadband, such as health, business and education applications (not just Facebook)
- Educate the public about priorities and potential on the Reservation. Help dispel myths so there is less fear about investing here. Public education about CSKT.
- Expand water and sewer capacity in our communities
- Re-development agency which applies for grants
- Housing
- Storefronts or office space for business incubators
- Adopt Uniform Commercial Codes-Tribal Secured Transaction Act

GOAL 4: Nurture Emerging Industries and Encourage Innovation

Objective: Develop more business mentorship and management programs for access to new and developing businesses

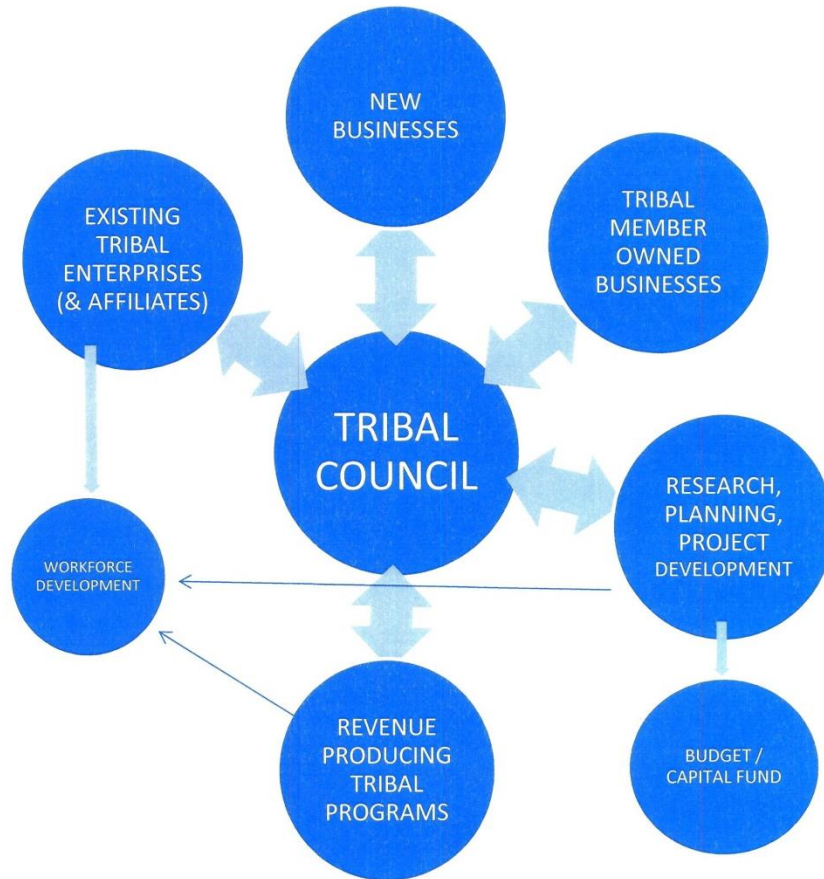
Recommended Partners: Former Joe's Jiffy Stop Owner (Binky Bowman), CSKT Planning Director, Sovereign Leasing/Financing staff, Montana and Lake County Community Development Corporations, SCORE

Tasks:

- Provide incentives for mentorship
- Identifying and growing centers, and funding for centers and mentors
- Vetting process for mentors
- Define and locate best-practice existing programs
- Develop a state-wide program
- Mentor government contractors
- Corporate mentorship
- Support new agricultural enterprise

4.1.6 GOALS IDENTIFIED IN THE EDO PLAN OF OPERATIONS

The Tribes' Economic Development Office (EDO) works within Tribal government to facilitate efforts in seven areas of economic development as illustrated below.



Tribal Council-approved goals for the CSKT Economic Development Office include:

1. Facilitate Reporting and Communications between Tribally-Owned Corporations/Enterprises and the Tribal Council/Shareholder
2. Complete Due Diligence on New Business Proposals Submitted to CSKT by Outside Business Interests
3. Support Capital Fund Advisory Committee
4. Assist Tribal Member Entrepreneurs and Prospective Entrepreneurs with Access to Capital, Training, and Other Business Development Needs
5. Support Revenue-Producing Tribal Programs, including Review of Land Acquisition Proposals with Revenue-Producing Potential
6. Research and Plan for the Best Use of Tribal Assets
7. Coordinate with Other Governmental Entities Regarding Economic Development, Planning and Workforce Development

4.1.7 PRIORITIES IDENTIFIED BY THE MEMBERSHIP IN THE JOB AND TRAINING NEEDS SURVEY

The top priorities for economic development on the Reservation that were identified by the 771 Job and Training Needs Survey respondents, in order of priority, include the following:

1. Provide financial support to individuals who are starting their own business
2. Attract businesses to the Reservation
3. Increase the Tribes' gaming activities / venues
4. Develop or support retail businesses that sell food, clothing, gas, or other consumer products
5. Develop Tribally-owned agriculture businesses
6. Improve utility infrastructure such as water quantity, sewage treatment, waste disposal, access to natural gas, or low cost power
7. Develop or support businesses that are in or in support of the health care industry
8. Develop or support businesses that take advantage of tourism

4.1.8 2019 TRIBAL ECONOMIC DEVELOPMENT PRIORITIES (NW AREA FOUNDATION VIBRANT TRIBAL ECONOMIES PROJECT)

In 2018, the CSKT received funding from the Northwest Area Foundation to study economic leakage on the Reservation and consider methods to recirculate Tribal dollars within the Reservation economy. The key is to encourage individuals and companies to “Buy Local” as much as possible in order to support and grow the local businesses that create more jobs and bring additional revenue and resources to the Reservation economy. In 2019, as part of the Foundation’s Vibrant Tribal Economies project, the Tribes studied IMPLAN data for the Reservation and regional economies. Combining past priorities with this new data, the CSKT Economic Development Office worked with the Tribal Council to identify ten economic development priorities:

1. **Agri-Business*/Food Sovereignty**** with initial focus on marketing grass-fed, Tribally-raised beef (107 total jobs possible as reported by regional IMPLAN data for beef cattle ranching and farming, including a small feedlot, processing center(s), and dual-purpose ranching and farming. 293 jobs possible when grouped with other farming and ranching. In 2020 the Tribal Council established a Food Sovereignty Task Force to consider more diverse crops and expand food processing efforts for local and regional distribution.)
2. **Forest Product Development (e.g. tiny homes, small, “smart” starter home kits/modular construction)** With Tribal woods workers struggling to make ends meet, and residents struggling to find affordable housing, this is a business that some feel could be set up possibly at the former Job Corps Center.) (31 potential direct or indirect jobs for wood products and 64 construction jobs per IMPLAN data)
3. **Hot Springs Rejuvenation Project**** (87 jobs for hotels/motels possible in the region per IMPLAN data. When combined with Entertainment, Tourism and Food Services, there are 560 potential jobs in the three-county region.)

4. **Culturally-Appropriate Tourism*** ** (to possibly include Arts and Crafts Vendor Support) (Tourism is a huge industry in Montana, and the Reservation’s natural beauty and proximity to Glacier National park draws tourists here.)
5. Nursing/Retirement Home and **Community Care Facilities – Treatment Center*** (57 jobs possible in this sector per IMPLAN data.) In 2020, the Tribal Council established a Homelessness Task Force that identified the need for permanent, supportive housing (PSH) for individuals with housing insecurities. Out-patient treatment could be provided at a PSH center. CSKT will open a 14-unit facility in early 2021 as a pilot project with “wrap-around” services to help individuals get back on their feet through financial literacy, mental health, substance abuse, diet and other types of counseling, based on their needs.
6. **Energy Development/Conservation** including installation of solar panels where feasible** (This is a resource sustainability and climate change adaption goal. There could be 21 potential new jobs in the Energy & Utilities section according to the IMPLAN data for the region.)
7. **Real Estate Development and Property Management** – such as Housing, Commercial Lot/Business Park Development, Polson Airport Hangars, RV Parks (208 total regional jobs possible as reported by IMPLAN data.)
8. **Warehousing and Storage** (67 total regional jobs possible per IMPLAN data. A business plan was completed for one project in 2020, and another will be completed by mid-2021.)
9. **Individual and Family Services – Day Care Centers (Child and Adult)** (Prior to the pandemic, Salish Kootenai College offered free training for people interested in starting or managing a day care center. When the pandemic hit, many day care centers closed, and employees struggle to find child care in some Reservation communities. Due to the aging population, CSKT should explore the feasibility of developing an Assisted Living facility.)
10. **Technology** (Initial feasibility study completed. Many grant opportunities are available for improving broadband. The CSKT were awarded a license for 2.5 GHz spectrum and are building a system to improve internet access for the Tribal government and the membership. CSKT needs to explore the business management aspect of this project.)

*Identified as a top priority by the membership in the 2014 survey

**Identified as a high priority in CSKT’s 2015 Sustainable, Comprehensive Economic Development Strategy/Plan.

This list does not include some of the categories identified from 2019 regional IMPLAN data including:

- Wholesale trade, which could bring in 224 potential new jobs, either directly, indirectly or induced
- Insurance and other financial investment activities, 193 total potential jobs
- Service to buildings, 100 possible jobs
- Accounting, tax preparation, bookkeeping and payroll, 82 possible jobs

In early 2021, the Tribal water compact was approved, which created additional priorities for irrigation system improvements and Tribal management of the National Bison Range which was restored to Tribal ownership.

4.1.9 ECONOMIC RESILIENCE GOALS

4.1.9.1 PRE-DISASTER MITIGATION PLAN

The local hazard mitigation goals of the Tribes' Pre-Disaster Mitigation Plan are:

- Enhance Early Warning Systems
- Minimize risk of wildfire at the urban interface (where housing development adjoins the forest)
- Improve fire-fighting capabilities
- Reduce risk of hazardous material incidents
- Reduce risk of biological hazards
- Secure integrity of utilities and infrastructure
- Enhance emergency response systems through E-9-1-1
- Reduce impacts from wildfire
- Reduce impacts from flooding
- Secure integrity of cultural sites

4.1.9.2 CLIMATE CHANGE PLAN

As described in Section 2.8.3.5.2, the CSKT Climate Change Strategic Plan focuses on nine areas, including forestry, land, fish, wildlife, water, air, infrastructure, people, and culture. The goals for these areas include ensuring:

- The health of natural resources through research and effective planning and management
- Access to housing and power through research and long-range planning
- The health and safety of people through improved planning, coordination and system development
- Cultural preservation through education and advocacy

4.2 ACTION PLAN

The following action plan merges these six sets of economic development goals and priorities for the Flathead Reservation into seven overall economic development goals for the Reservation and the Tribes. Where possible, the Plan lists specific, measurable, action-oriented, realistic and time-bound (SMART) objectives and steps that CSKT and its partners plan to take to accomplish these goals. Some of these objectives are scheduled to be accomplished within the next 1 to 5 years, and some are long-range goals. A few completion dates and costs will be determined after this Strategy is published. Where known, the objectives include reasonable cost estimates and potential funding sources, as well as a section for “Measures of Success” to aid in the evaluation of whether or not the objectives have been reached.

This Action Plan is a work in progress and it will be revised as additional information comes to light, or as priorities change.

4.2.1 CURRENT PRIORITIES

Many priorities need to be addressed, such as improving access to capital for entrepreneurs, job creation, economic resiliency, and utilization of Reservation resources to generate revenue for funding essential services. The Tribal Council has rated the following objectives as to whether they are high, medium or low priorities.

		<p>know to call 24 hours in advance for rides.)</p> <ul style="list-style-type: none"> • Identify work experience opportunities and place members into those positions; work on technical skills needed for those positions. Examples include: <ul style="list-style-type: none"> ○ On-the-job training projects for SKC highway construction students. (SKC teaches technical skills for 2 school quarters and then students train on job sites for the last quarter.) • Address Discrimination Issues through policy enforcement and education. • Address other barriers to employment by improving awareness of and access to existing programs that address: <ul style="list-style-type: none"> ○ Health Issues ○ Criminal Records ○ Addiction Issues • With our partners, provide <u>free</u> introductory business workshops for the top occupations that interested most Tribal members— accountants, auditors and budget analysts. • Gather additional members’ contact information at public meetings, and from correspondence resulting from press releases, social media, etc. and contact members to sign up for the free training. • Find members interested in attending Code School and other types of online computer programming training. 		2021-2025	Computer literacy trng.; DHRD	
2. Support High School Graduation and K-12 Workforce and College Readiness	High	<ul style="list-style-type: none"> • Implement Tribal Education priorities, including: • Continue focus on child development through Headstart programs. • Develop family wellness activities, continue the family mentoring program 	CSKT Early Childhood Services (ECS) Dept.	Ongoing	Part of Annual Budgets	Improved school attendance and graduation rates.

		<p>and establish holistic family partnerships to include work with a cultural liaison.</p> <ul style="list-style-type: none"> • Develop parent/child education engagement skills training. • Communicate about the importance of school attendance (a priority) – billboards, flyers, webpage and Facebook page • Promote career exploration, readiness, mentoring and job shadowing • Develop student records database and data sharing agreements with schools to improve instruction and support Native students, incl. teacher training for Res'n. schools that are willing to participate • Provide CSKT history and cultural/tribal awareness training – PIR day, monthly People's Center activities, etc. • School-to-work initiative - Create work-experience-based curriculum in partnership with SKC and Two Eagle River School • College preparation awareness – including for parents 	<p>CSKT Social Services, Probation, Defenders and ECS Depts.</p> <p>Lead: CSKT Education Department Others: Indian Ed. Committee and Parent Committees</p> <p>CSKT Education Dept.</p> <p>Education Dept., Salish Kootenai College, Two Eagle River School, Public School Districts</p>	<p>2021-2025</p> <p>Ongoing</p> <p>To be determined</p> <p>Ongoing</p>	<p>Part. of CSKT Ed. Dept. budget</p>	<p>Lower unemployment and truancy rates among teens.</p>
3. Support Higher Education and Training Opportunities for CSKT Students	High	<ul style="list-style-type: none"> • Creation of more apprenticeships and internships • Compile inventory of most needed staffing positions and develop a "Succession Planning" strategy for CSKT positions with impending retirements • Offer more trade programs (e.g., housing inspectors, appraisers, property mgmt.) according to economic needs • Find support for PAID internships • Provide funding for training • Continue scholarship programs • Explore Advanced Technology Group (ATG) Junior Computer Programming Training partnership 	<p>Lead: Tribal Education Department</p> <p>Others: Salish Kootenai College, CSKT Executive Team and Health & Human Resources Depts., Lake County Job Service, EDO partners</p>	<p>Ongoing</p>	<p>U.S. Dept. of Labor, Mt. Dept. of Labor and Industry, Gear-Up Program, Bureau of Indian Affairs (BIA); Cost to be determined</p>	<p>More Tribal members gaining work experience to prepare them for full-time work.</p> <p>Trained Tribal members are ready to fill positions as long-time CSKT employees retire.</p>

4. Other Assistance	High	<ul style="list-style-type: none"> Continue to support flexible work schedules and telecommuting options for CSKT and other employees, where compatible with jobs and supervisor needs. 	CSKT	Ongoing	Annual program budgets.	Reduced child and eldercare conflicts for employees. Reduced vehicle emissions from commuters.
		<ul style="list-style-type: none"> Assist members in developing “bundling a livelihood” strategies by combining a variety of seasonal and part-time sources of earnings and income to create the equivalence of a full-time livelihood. 	S&K Business Services	Ongoing	EDA planning grant; cost to be determined.	Increased income for seasonal and self-employed workers.

GOAL 2: Assist Tribal Member Entrepreneurs and Prospective Entrepreneurs with Access to Capital, Training, and Other Business Development Needs to Stimulate the Private Sector and Decrease Reliance on Tribal Government Employment						
Objectives	Priority Level	Action Steps	Responsible Individuals and Entities	Date To Be Completed	Cost Estimate and Funders	Measure(s) of success
1. Provide Grant Opportunities for Tribal Member-owned Businesses	High	<ul style="list-style-type: none"> In 2021, continue to implement a program to provide small grants to Tribal members (5-8 grants/year, ranging from \$2,000-\$7,000 each), utilizing a review team of bankers and the Montana Indian Equity Fund Program Manager. Serve on the State's review committee for Indian Equity Fund grants up to \$14,000 for 2-3 CSKT Tribal members/year. 	CSKT Planning Director, S&K Business Services General Manager (SKBS GM)	Tribal Program – 2021 Mt. Indian Equity Fund – FY2022-2025 if authorized by State Legislature	CSKT's MT-STEDC grant and Tribal funds \$40,000/year Mt. Dept. of Commerce Indian Equity Fund USDA Rural Business & Cooperative Services (RBCS)	7 grants awarded in 2021. 3-5 grants awarded in FY 22, 23, 24 and 25.
2. Provide Technical Assistance, and, upon request, direct Tribal entrepreneurs to lending agencies.	High	<ul style="list-style-type: none"> Provide one-on-one assistance to Tribal members for Business Plan development, operations and financing, grant and loan applications, and more. Market this assistance, as well as SBA online business courses, and computer availability at S&K Business Services and CSKT EDO Describe options for business structuring. Describe options for loans from Tribal Credit Program, local banks and community development corporations. If needing collateral, refer to Montana Dept. of Commerce Native American Collateral Support Program. 	Lead: SKBS GM Others: Mission West Community Development Partners (MWCDP), EDO staff, Flathead Reservation Extension Office	Ongoing	Part of CSKT EDO, SKBS and MWCDP budgets; \$20,000 Nat. Amer. Bus. Advisors grant from Mt. DOC to SKBS in FY22-25 if funded by Montana Legislature, SBA, USDA RBCS	Assistance provided to 10 Tribal member owned businesses and prospective businesses annually.

3. Create Database of Tribal Entrepreneurs	Medium	<ul style="list-style-type: none"> • Merge EDO’s database with S&K Business Services’ database and the Indian Preference Office database, including new CSKT Business Relief Grant recipients. 	SKBS GM, Indian Preference Office, EDO staff	Ongoing	Part of SKBS, EDO and Ind. Pref. Office Budgets	A centralized, more complete database of Tribal business owners.
4. Provide Entrepreneurial Training and Networking Opportunities for Tribal Members and Business Owners	High	<ul style="list-style-type: none"> • Create e-mail lists of Tribal member business owners and potential owners, and e-mail them about entrepreneur training opportunities. • Incorporate existing local and federal training opportunities into a Tribally-sponsored entrepreneur training program for Tribal members based on needs identified in EDO’s 2014 Job and Training Needs Survey, and follow-up entrepreneur surveys and workshop evaluations. Host an annual virtual Tribal member business owner meeting to distribute training and resource information, listen to concerns, procurement and Tribal preference policy issues, and provide brainstorming and think-tank sessions. • Develop computer stations at Tribal community centers. 	<p>Lead: CSKT EDO staff</p> <p>Others: MWDC, SBDCs, SBA, Montana DBE Office, SKBS, EDA, SKC</p>	<p>Ongoing</p> <p>January-June; annually as funding permits</p> <p>Annually as funding permits.</p>	<p>CSKT EDO Budget</p> <p>MWDC & SBDCs, training budgets; DHRD & ANA grant funds</p> <p>CSKT EDO funds</p> <p>USDA RBCS</p>	<p>Over 150 Tribal members receiving information about training opportunities for business owners and those interested in owning a business.</p> <p>8 Tribal members trained each year in business planning, finance, basic accounting, marketing, resume development, preparing competitive proposals, bonding and insurance, and more.</p> <p>15 plus Tribal members attending an annual meeting to discuss entrepreneurial issues and opportunities.</p>
5. Help advertise Tribal member-owned businesses.	High	<ul style="list-style-type: none"> • Work with business owners and CSKT’s Char-Koosta News to develop a newspaper insert that features Tribal business owners’ business contact information and publish weekly profiles of Tribal member business owners. • Send out a press release stating the benefits of Tribal business owners being certified by the Tribal Indian Preference Office and listed on the CSKT website. • Offer social media marketing workshops for entrepreneurs. 	<p>Lead: CSKT EDO staff</p> <p>Others: Char-Koosta News staff, CSKT Indian Preference Office</p>	2021	<p>NWAF Grant and CSKT CARES Act \$</p> <p>Ongoing</p>	<p>More Tribal member businesses listed on Indian Preference list; 1 newspaper supplement printed; 52 business profiles printed</p>

6. Assist S&K Business Services or Salish Kootenai College with establishing an incubator to support Tribal member-owned businesses.	Medium	<ul style="list-style-type: none"> • Support S&K Business Services in their efforts to provide technical assistance to Tribal members starting or expanding a business. • Contact SKC to determine if they might provide an incubator to support Tribal member entrepreneurs. • Identify resources and potential products, skills and services already present at Salish Kootenai College and within the retired, professional, or under-employed workforce and explore incubation and leveraging of enterprises based on these resources. • Explore potential for obtaining additional CDFI funds. 	SKBS GM, SKC and EDO		To be determined.	A sustainable, business incubator program is available for Tribal entrepreneurs.
7. Identify Suitable Locations for Businesses	Medium	<ul style="list-style-type: none"> • Update Council on Property Management Inventory and proposed locations for commercial lease lots. • Upon request, recommend suitable sites for business owners to lease from the Tribal Lands Department. 	Planning Director, Tribal Lands Department, Property Management Team	Ongoing	CSKT EDO budget	Tribal commercial lots are available for lease in most Reservation communities.
8. Support Tribal Arts and Crafts Vendors	Medium	<ul style="list-style-type: none"> • Work with Montana Department of Commerce to sponsor a Native American Made in Montana Workshop. • Work with Tribal artists and Mission West Community Development Partners (CDP) to help other Tribal artists learn the ropes of selling at Farmer's Markets and Craft Fairs, in addition to Pow Wows. 	Lead: CSKT EDO Others: Three Chiefs Culture Center, Montana Department of Commerce, Mission West CDP, Arts and Crafts Vendors	2021	CSKT NABA and ANA Grants budget	Tribal arts and crafts vendors have increased sales, with the ability to sell their products online, and to tourists and more locals.
9. Explore and Evaluate Various Business Structuring Options and Policies to Maximize Assistance and Success	Low	<ul style="list-style-type: none"> • Providing training on the Cooperative model of business organization, targeting sectors where this form of organization has the potential to create economic benefit in the form of revenues, cost-sharing, job/work experience, and community building for addressing social issues. 	SKBS, Mission West CDP	Ongoing		Training completed for entrepreneurs and staff.

GOAL 3: Create a Climate that Attracts, Retains and Grows Businesses that are Compatible with CSKT Cultural and Environmental Protection Values

Objectives	Priority Level	Action Steps	Responsible Individuals and Entities	Date To Be Completed	Cost Estimates & Funders	Measure(s) of success
1. Support Infrastructure Development in Appropriate Areas that Enables Economic Growth	High	<ul style="list-style-type: none"> • Provide “last-mile” connection for broadband, where economically feasible • Train people how to use the internet and e-mail on their smart phones. Educate the public about priorities and potential on the Reservation, about buying locally to recirculate dollars in the Reservation, thereby supporting more local jobs. Help dispel myths so there is less fear about investing here. Public education about CSKT. • Expand/maintain water and sewer capacity in our communities • Continue Tribal Transportation Committee activities • Utilize community development corporations and experienced grant writing consultants with high success rates to apply for grants. • Improve availability of affordable housing (See Homelessness and Tiny/Small Homes Projects.) • Develop commercial lots for lease (See Polson West and Big Arm Store Feasibility Studies) • Develop storefronts or office space for business incubators • Adopt Uniform Commercial Code-Tribal Secured Transaction Act 	<p>Leads: CSKT EDO staff and SKBS GM</p> <p>Others: Mission West CDP, S&K Electronics President, Roads Program, IT, DHRD and other departments, SKC, Housing Authority Director and Sewer/Water staff, Mission Valley Power, Tribal Legal Department, consultants</p>	<p>Ongoing</p> <p>2021</p> <p>Dependant on Legal staff availability</p>	<p>USDA Rural Development, EDA, Indian Health Service, State of Montana, Mission West CDP, CSKT EDO</p>	<p>Additional community sewer/water system capacity with repaired infrastructure where needed, additional homesite and commercial lease lots, expanded last-mile broadband connections</p> <p>Adopted Uniform Commercial Code or policy.</p>

	High	<ul style="list-style-type: none"> • Construction of Reservation Road, Bridge and Safety Projects, and continued BIA transportation system annual maintenance according to the following priorities: <ul style="list-style-type: none"> ○ St. Mary’s Lake Road Bridge Replacement ○ W. Fork Revais Creek Bridge Replacement ○ Elmo – Indian Avenue ○ S. Arlee Homesites (Finley Lakes)Rosalie Lane ○ Round Butte Road Pedestrian Path ○ Dixon Agency Homesite Streets ○ Heavy Road Maintenance Projects ○ Chip Seals ○ Big Arm to Elmo Path ○ Safety Projects • Highway 93 Expansion Project coordination 	<p>Lead: CSKT Roads Program</p> <p>Others: Transportation Committee and Lands Department</p>	<p>2021 2021</p> <p>2021 2021</p> <p>2021 2022 2022-23 2022-25</p> <p>2023-24</p> <p>Ongoing as funding allows</p>	<p>Tribal Transp. Program/Federal Highway Admin. BIA; \$185K Safety Funding</p> <p>Mt. Dept. of Transportat’n</p>	
2. Continue to Explore the Feasibility of Developing a Business Park North of Pablo, Adjacent to Existing Tribal Corporations & Commercial/Industrial Development, to Bring in Outside Businesses (and to Provide More Water Storage for S&K Electronics to Reduce Fire Insurance Costs)	Medium	<ul style="list-style-type: none"> • Complete a Preliminary Engineering Report to be compliant with potential funders’ requirements. • Log property, keeping some trees for green buffers. • Re-contour while maintaining vegetated berms next to the former People’s Center. • Install power and communication lines. • Drill a new well or estimate costs to connect to Pablo Sewer/Water District. • Install water distribution lines and storage tank. • Develop frontage road and internal streets. • Market lots for lease. 	<p>Lead: CSKT EDO</p> <p>Others: SKC Highway Construction Training Program, EDA, USDA</p>		<p>EDA, USDA, SKE, CSKT, Mission West CDP, Big Sky Trust Fund</p>	<p>Constructed business park with at least one new lessee.</p>

3. Complete Polson West Project	High	<ul style="list-style-type: none"> • Complete Feasibility Study and Business Plan for Property • Complete a Preliminary Engineering Report to be compliant with potential funders' requirements; and final plat to include surveyed lot, road and utility easements and utility lines. • Develop agreement to annex to the City and connect to Polson Sewer/Water District • Construct infrastructure pending funding availability. • Market lots for lease. 	<p>Lead: CSKT EDO</p> <p>Others: SKC Highway Construction Training Program, EDA, USDA, Gaming, Tribal Lands, Property Management entity</p>	<p>2021</p> <p>2022</p> <p>To be determined.</p>	EDA, USDA, CSKT, Big Sky Trust Fund	Constructed multi-use property with at least one new lessee.
4. Address Over-Crowded Living and Working Conditions to Reduce Exposure to COVID-19	High	<ul style="list-style-type: none"> • Purchase 7 manufactured/modular homes for families, to reduce overcrowded living conditions during the COVID-19 pandemic • Upgrade sewer/water infrastructure at Kicking Horse property to provide safe drinking water and sanitation for Tribal offices relocated to the center and for existing and new residences 	<p>Lead: EDO/SKHA</p> <p>Others: Consultants/Contractor</p>	2020-2021	CARES ACT, CSKT	<p>7 families are living in safe, affordable housing, socially distancing from Elders and other at-risk individuals during the pandemic.</p> <p>Tribal employees are working in less crowded offices, and are better able to socially-distance during a pandemic.</p>
5. Create/Hire Real Estate Development and Property Management Entities and Develop Vacant Lands Where Appropriate	Medium	<ul style="list-style-type: none"> • Determine best property management strategy for asset maintenance and return on investment • Continue to explore feasibility of developing property for storage units, warehouses and other revenue-generating uses 	EDO, Tribal Lands, Legal Department, Tribal Credit, Policy Analyst, SKBS	Ongoing	CSKT, grant funding	<p>Appropriate mix of entities and policies established for maintaining and managing Tribal building and land assets.</p> <p>Plans in place for developing or leasing vacant Tribal properties.</p>
6. Facilitate Development of Child/Elder Care and Assisted Living Centers	High	<ul style="list-style-type: none"> • Assist with feasibility studies/business plans for establishing additional child care, adult care and Assisted Living facilities • Encourage entrepreneur operation of these facilities where appropriate 	EDO and other CSKT Departments and entrepreneurs	Ongoing	CSKT, grant and business owner funding	Availability of safe child care and Elder care in Reservation communities.

7. Complete Due Diligence on New Business Proposals Submitted to CSKT by Outside Business Interests	Medium	<ul style="list-style-type: none"> • In consultation with Tribal administration, establish a due diligence review process and report format, using industry standards, to summarize the outcome of a due diligence review. 	CSKT Economic Development Director	2022	CSKT	Approved due diligence process for reviewing outside business proposals.
		<ul style="list-style-type: none"> • Upon Council request, complete initial screening to determine compatibility with Tribal goals, such as potential for sustainable employment with livable wages. • Complete background checks on key management personnel and any other key investors. • Assemble a team of subject matter expertise to review the proposed business plan • Present preliminary report to Council with a go/no-go recommendation 	Economic Development Director with assistance from Business Analyst Consultant	Within 2 months of receipt of new proposals	Part of EDO Budget; CSKT	To be determined.
8. Improve Tribal Member Job Opportunities and Profits Generated by Tribal Corporations through enhanced strategic planning and improved communication with the Shareholder.	Medium/High	<ul style="list-style-type: none"> • Work with Tribal corporations to ensure timely updates to the Shareholder about audit results, annual progress and dividends, revenue projections and planning. • Identify corporations' livable wage employment opportunities and encourage membership training for those opportunities. 	Economic Development Director	Annually – Approx. 1/5 SKE; 1/10 EKI; 2/30 Gaming; 3/10 SKT; 6/30 Eagle Bank; 7/15 S&K Business Services	Part of EDO and corporate budget.	At least 1 annual meeting between the Shareholder and each corporation is conducted, with reports and audits distributed to Council, Finance Director and EDO staff at least 2 weeks prior to the meeting.
		<ul style="list-style-type: none"> • Coordinate a mid-year meeting between all corporations and the Shareholder 	Economic Development Director	Annually	EDO budget	A mid-year meeting between the Shareholder and all corporations is held each fall to assist with Tribal revenue projections for upcoming fiscal year.

		<ul style="list-style-type: none"> Assure that corporations meet business planning standards and address linkages between Tribal goals and enterprise strategies. Collect data and complete Annual Economic Scorecard for all Tribal Corporations, describing the business sector(s), listing major corporate successes, dividends, employment and training opportunities for Tribal members and other, charitable donations and value added to local and regional economy, amount invested in each corporation to date, return on investment from each corporation to data . 	Economic Development Director	Ongoing Annually	Part of EDO and corporate budgets	<p>Current strategic plans for all 6 Tribal corporations on file in EDO office and are in compliance with policies.</p> <p>A scorecard summary is included in the CSKT Annual Report to the membership, and presented at community and other meetings upon Tribal Council request.</p>
		<ul style="list-style-type: none"> Conduct Board Member training and orientation as needed for existing and newly appointed board members regarding the elements of general corporate structure, governance and board responsibilities. 	Corporation CEOs or Economic Development Director to Contract with Trainer(s)	Every Three Years or Sooner as New Board Members are Appointed	To be determined	All corporations' board members are trained and able to carry out management oversight responsibilities.

GOAL 4: Nurture Emerging, Sustainable Industries and Encourage Innovation

Objectives	Priority Level	Action Steps	Responsible Individuals and Entities	Date To Be Completed	Cost Estimates & Funders	Measure(s) of success
1. Renovate the CSKT Geothermal Hot Springs Facilities at Hot Springs to provide a healing center for local residents, and regional and international tourists.	High	<ul style="list-style-type: none"> • Complete cost analysis and obtain funding to upgrade 'Big Medicine' facility • Revise conceptual drawings if needed and cost estimates. Demo structures or portions thereof (including lead paint abatement and abatement of asbestos in roof). • Drill new Bathhouse well and test water quality at Cornhole and Big Medicine wells? • Apply for MT ICED Planning and Big Sky Trust Fund grants to develop formal Architectural and Engineering Plans needed to apply for development grants/financing. 	EDO staff and consultant	As funding allows.	CSKT, Shakopee, other	Healing center is open and generating a profit.
2. Promote Culturally-Appropriate Tourism on the Reservation	High	<ul style="list-style-type: none"> • Promote the Three Chiefs Culture Center. • Support cross-cultural member-guided educational tours of the Reservation in approved Reservation locations. • Explore development of a tourist itinerary planning enterprise. • Explore formation of a Tourism Alliance with Montana Tribes • Complete a Feasibility Study for the Bison Range 	CSKT Education Dept./EDO S&K Business Services, EDO staff and consultants	Ongoing	Education and EDO budgets	Increased number of visitors hiring Tribal member guides.
3. Promote Food Sovereignty and Sustainably Develop and Distribute Local Foods to Decrease Dependence on Imported Foods and Improve Health of the People	High	<ul style="list-style-type: none"> • Support existing agricultural producers, including grass-fed beef producers, and package local foods for local distribution, • Promote individual and community gardens • Inventory greenhouse space, seed storage, nursery stock, and other facilities needed for food production and processing. • Develop agricultural enterprises and greenhouses that fill any nutrition gaps with locally-raised foods 	CSKT Food Sovereignty Committee and other CSKT members & Mission Mountain Food Enterprise Center Lead : To be determined Others: EAGLES clubs 4-H, Flathead Extension Offices, Ag.	Ongoing Ongoing	Part of their annual budgets.	Increased use of local food processing facilities A completed feasibility study and business plan for developing needed infrastructure and generating revenue to support a sustainable local food system.

		<ul style="list-style-type: none"> • Examine markets for forest/prairie/rangeland-based harvesting, collecting, and value-added marketable products/services in areas without cultural issues. • Develop additional action steps such as providing markets to sell products—e.g., grass-fed beef project (also explore Oneida model). 	Producers, Individuals, FSA, NRCS, SKBS			An increase in the amount of local foods grown, processed and consumed on the Reservation as measured by an increase in the # of local meat and produce processors and local food purchases by Reservation residents and businesses.
4. Develop new renewable energy resources on the Reservation.	Medium/High	<ul style="list-style-type: none"> • Conduct feasibility study for development of a solar farm on the Reservation, utilizing new technology for overcast skies. 	Lead: EKI Others: EDA, US Dept. of Energy, BIA, CSKT, SKBS		US Dept. of Energy, BIA	Completed feasibility study for commercial solar power development.
5. Enhance energy conservation by installing energy efficient appliances, lighting, better insulation, and solar panels where feasible and promoting use of Tribal Transit, ride-sharing and alternative means of transportation.	High	<ul style="list-style-type: none"> • Conduct feasibility study to determine costs of residential, commercial and government facility solar panels, installation and maintenance, and resulting energy cost savings for this climate. • Promote a Super Good Cents-type program that provides incentives for increased building insulation and use of energy efficient appliances and lighting. • Explore whether or not the Tribal Housing Ordinance requires energy conservation methods for new construction and remodeling projects. • Continue to promote the Tribal Transit Program • Explore funding and incentives for creation and use of a car-ride-share program. • Continue development of bicycle and pedestrian paths. 	Lead: CSKT EDO & SKBS Others: EDA, US Dept. of Energy, BIA, SK Housing Authority and CSKT Maintenance Dept. Mission Valley Power CSKT DHRD CSKT Roads Program	Ongoing Ongoing	US Dept. of Energy, BIA, MT ICED; cost to be determined MVP Roads Prog. Budget	Completed feasibility study. Increased number of homes seeing reduced energy costs. Completed study of ordinance and recommendations for amendments. Completed study with recommendations.
6. Kicking Horse Small Homes Project	High	<ul style="list-style-type: none"> • Complete Infrastructure Replacement Project • Review/Finalize Lot Layout and as-built Map with Lands Dept. and Council 	Lead: CSKT EDO and Maintenance staff	2021 and ongoing	EDA, NW Area Foundation, other	8 residential lots with upgraded utility hook-ups for small homes

		<ul style="list-style-type: none"> • Obtain electronic as-built and lot boundary files for GIS and TAAMS, and pdfs for other staff. • Tiny Homes Manufacturing Feasibility Study and Business Plan • On the Job Training and potential housing 	Others: EDA, SKC, NW Area Foundation, other potential partners			<p>Additional lots with sewer/water stub-outs for future development</p> <p>Completed Tiny Homes Study and Business Plan</p>
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GOAL 5: Provide Community Wellness, Recreational, and Cultural Facilities that Support Traditional Principles and Values

Objectives	Priority Level	Action Steps	Responsible Individuals and Entities	Date To Be Completed	Cost Estimates & Funders	Measure(s) of success
1. Develop a Community Center in Ronan	Medium	<ul style="list-style-type: none"> • Revise conceptual drawings from review committee, Ronan community and Tribal Council. • Seek grants and other funding for construction. • With Council approval of facility financing, construct facility. 	Lead: Salish Kootenai Housing Authority Director Others:, Committee (including Tribal Maintenance Program Manager)	To be determined.	To be determined.	A completed center.
2. Provide an Indoor Recreation Facility in Elmo for use, especially during winter months.	High	<ul style="list-style-type: none"> • Complete conceptual drawings and cost estimates for facility construction. • Gain approval of conceptual drawings from Kootenai community, Council and Tribal Maintenance Program. • Seek grants and other funding for construction. • With Council approval of facility financing, construct or re-model facility. 	CSKT Administration and Maintenance Programs	To be determined.	To be determined.	An upgraded center that is used by Tribal youth, families and others for healthy activities.
3, Develop basketball courts near baseball diamond west of Pablo Elementary School	Medium	<ul style="list-style-type: none"> • Obtain ownership verification • Obtain design and funding 	Tribal Health	To be determined.	To be determined.	Outdoor basketball facility being used by the community.

GOAL 6: Research and Plan for the Best Use of Tribal and Reservation Assets, Aligned with the Cultural Values of the Sel̓iš, Ksanka and Qlispe People

Objectives	Priority Level	Action Steps	Responsible Individuals and Entities	Date To Be Completed	Cost Estimates and Funders	Measure(s) of success
1. Explore in partnership with grass-roots community members, the development of a culturally-based and community-driven substance abuse prevention/education/treatment/aftercare program.	High	<ul style="list-style-type: none"> • Hire a consultant to work with a steering committee of existing Tribal programs to continue to address homelessness and substance abuse. • Identify housing options and locations • Purchase and remodel property, draft and establish management and service plans/agreements; hire staff; select tenants for outpatient treatment and supportive housing facility for 14 homeless individuals. • Identify all resources and actions currently in place to assist the homeless and draft a Homelessness Response Plan. • Develop a strategy that includes hands-on job and life skill development while healing (both during treatment and after care). • Maintain continuity of staff members working with individuals—trust is key! • Additional action steps to be determined. 	<p>Lead: SKHA, EDO, Tribal Defenders Office</p> <p>Others: Tribal Health Department, DHRD, Tribal Council and other Homelessness Committee members (Department staff)</p>	Ongoing	HUD, CSKT	<p>14 individuals have shelter and are working with counsellors to improve their mental health and personal finance skills, and recover from addiction as needed.</p> <p>A coordinated program that reduces the number of homeless Tribal members, babies born with addiction issues and the number of children placed in foster care each year due to addicted parents. A sustainable wellness program that addresses education, prevention, treatment and after-care.</p>
2. Update Comprehensive (Land Use and Natural) Resources Plan	Medium	<ul style="list-style-type: none"> • Multiple steps specific to this project, including mapping of Tribal commercial lots and government use facilities. 	<p>Lead: CSKT Planning Director</p> <p>Others: NRD and Lands staff</p>	2021-22	\$58,000; BIA compact and CSKT EDO funds	Completed update of two volumes containing 22 chapters.
3. Clean up Dixon Agency and dumpsites for future use.	Medium	<ul style="list-style-type: none"> • Complete steps outlined in recommended clean-up plan. 	CSKT Brownfields, Solid and Hazardous Waste Program and Consultant	To be determined.	US EPA, MT DNRC	Land lease completed for the site.
4. Maintain and consolidate existing Tribal buildings to reduce long-range	Medium/High	<ul style="list-style-type: none"> • See steps outlined in Maintenance work plan. • Find funding to complete projects. 	CSKT Maintenance Program, Executive Team	Ongoing	CSKT	Upgraded structures that result in energy and maintenance cost savings.

maintenance costs and improve energy efficiency.		<ul style="list-style-type: none"> Plan new structures, consolidating old buildings where possible, as long as funding permits and long-range maintenance and operational costs can be reduced. 				
5. Support existing Tribal government revenue-producing programs, and evaluate new program proposals, including review of land acquisition opportunities with housing development or revenue-producing potential.	Medium	<ul style="list-style-type: none"> Provide business analysis where needed Assess revenue forecasts, risk assessment and mitigation, management and staffing requirements, etc. Identify opportunities and constraints for land parcels. Complete environmental and infrastructure analysis, land survey coordination, and develop a plan for newly acquired land parcels upon Council request. 	<p>Lead: Director of Tribal Services</p> <p>Others: CSKT EDO, S&K Business Services, Consultants</p>	Ongoing	To be determined.	At least 3 programs, proposals and/or opportunities reviewed per year.
6. As funds are available, recommend Tribal Capital Fund investment in Tribal enterprises that are competitive and generate a profit, and that prioritize land and community-based culturally-aligned objectives that provide jobs that factor in climate change and sustainability and possibly create marketable, value-added natural resource based products.	Low	<ul style="list-style-type: none"> Complete business plans, cash flow analysis, and due diligence Consider the number of sustainable, livable wage jobs that could be created by the investment. 	Project Proponent, CSKT Administration, EDO, Capital Fund Committee	Ongoing	Amts. vary; Proponent pays planning costs; Review costs covered by portion of Tribal prog. budgets.	Consistent implementation of Capital Fund policy.
7. Develop and Implement Tribal Ordinances Where Needed	Medium	<ul style="list-style-type: none"> Work with Environmental Health and Safety Officer, SKHA and Legal Dept. to determine when we can advertise Septic Permitting process for allottees. Process 	CSKT Planning Director and others	To be determined	Part of CSKT Budget Legal Dept. Budget	Ordinance enforcement on all lands owned by Tribal members.

		<p>should be well developed now for Tribal lands.</p> <ul style="list-style-type: none"> Update Tribal Administrative Procedures Ordinance regarding former Executive Secretary's role 	CSKT Legal Department			An updated Admin. Procedures Ordinance.
8.Continue to Coordinate with Other Governmental Entities regarding Economic Development and Planning, including Response to Natural and Man-Made Disasters and Climate Change	High	<ul style="list-style-type: none"> Conduct monthly meetings of the Tribal Emergency Response Commission (TERC)/Local Emergency Planning Committee (LEPC) Implement the CSKT Emergency Operations Plan and Pre-Disaster Mitigation Plans as Needed 	<p>Lead: CSKT Disaster Emergency Services Coordinator</p> <p>Others: Lake County/Flathead Reservation TERC/LEPC Response Committee</p>	Ongoing	Part of Disaster Emergency Services Budget	CSKT and other local officials are prepared to respond to natural and man-made disasters, protecting the safety of the Reservation residents.
	High	<ul style="list-style-type: none"> Update and Implement the Climate Change Strategic Plan 	Climate Change Oversight Committee , including CSKT Culture Preservation Office, EDO, Forestry, Lands, Natural Resources Depts., Mission Valley Power	Ongoing	See Plan – some to be determined.	A strategy for protecting the most vulnerable cultural and life-sustaining resources.
	Medium	<ul style="list-style-type: none"> As a Board member, participate in Mission West Community Development Partners board meetings to ensure proposed projects support Tribal economic development goals and Tribal member entrepreneurs. Expand partnership to track non-Tribal economic trends in the region and assess economic vulnerabilities. This could be accomplished during their CEDS update process every 5 years. 	Tribal Council Representative or staff member	Every 5 years during Western Region CEDS update		Tribal member entrepreneurs are receiving free or low-cost training. Food processing center is assisting Tribal member agricultural producers to create value-added products.
	Medium	<ul style="list-style-type: none"> As a Board member, participate in Lake County Planning Board meetings to ensure proposed projects do not create a negative impact on Tribal resources and that county 	CSKT Planning Director or appointed representative	Ongoing	Part of CSKT Economic Development	Sensitive lands and resources are protected and new development is

		land use regulations are consistent with Tribal ordinances/policy where possible.			Office or other Tribal Dept. Budget	utilizing existing infrastructure where capacity exists, maximizing the efficient use of infrastructure investments.
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GOAL 7: Develop a System that Maximizes the Flow of Money in the Local, Tribal Economy and Reduces Economic Leakage.

Objectives	Priority Level	Actions Steps	Responsible Individuals and Entities	Date To Be Completed	Cost Estimates & Funders	Measure(s) of success
1. Develop a Buy Indian/Buy Local Marketing Campaign	Medium-High	<ul style="list-style-type: none"> • Work with American Independent Business Alliance and Char-Koosta News to develop promotional materials • Distribute materials via Facebook, website, posters, e-mail, Char-Koosta News 	CSKT EDO, SKBS	To be determined. (T.B.D.)	CSKT; NWAf; Montana Independent Business Alliance	<p>Data collected from Tribal corporations and the Tribal government show an increase in purchases from on-Reservation businesses, especially from Tribal vendors.</p> <p>The estimated overall percentage of economic leakage has decreased.</p>
2. Explore the “Rez Dollars” Concept (similar to Holiday Dollars) that can only be spent at Reservation businesses. And other concepts.	Medium/Low	<ul style="list-style-type: none"> • To be determined. 	CSKT Economic Development Office	T.B.D.	T.B.D.; CSKT	A completed feasibility study.

5 EVALUATION AND PERFORMANCE MEASURES

In addition to the multiple Measures of Success listed in the Action Plan, the Confederated Salish and Kootenai Tribes will continue to track:

1. **Job creation and retention.** The Tribal Economic Development Office annually tracks the number of jobs retained (and created) by each Tribal corporation, by Tribal government, and by those Tribal member business owners who start or expand a business and receive a small business grant from the Tribes.
2. **Infrastructure improvement and expansion.** This will be documented with regard to:
 - a. Increased capacity for new or existing businesses and housing (measured by the # of additional units that could be served by sewer, water and new road projects)
 - b. Improved air quality with new pavement versus dusty, gravel roads (# of miles paved)
 - c. Improved safety with bridge reconstruction (# of bridges reconstructed)
 - d. Enhanced recreational activities with sidewalks and bicycle/pedestrian paths in areas where none previously existed (# of miles built)
3. **Entrepreneurial resources.** The Tribes will track the number and types of services provided to entrepreneurs, such as training classes and number of participants served, the number and dollar amounts of grants provided, the number and dollar amounts of loans provided, the number of Tribal member owned businesses registered with the Indian Preference Office, and so on.
4. **Worker training and increases in earnings and wages.** This will be measured by the number of job training classes, internships and apprenticeships provided and participants served, and any increase in American Indian/Alaska Native household income on the Reservation.
5. **Education attainment.** This will be measured by high school and college graduation numbers, and the numbers of training certifications awarded.
6. **Community health.** Lower numbers of Tribal members with diabetes and heart disease, a decrease in the number of babies born to drug-addicted parents, a decrease in the number of children placed in foster care, lower incarceration rates, an increase in the number of people participating in healthy, community events—these numbers would indicate improvement in the health of the community.
7. **Environmental and cultural resource protection.** The Tribal Natural Resources, Forestry and Historic Preservation departments have several performance measures that they track annually.

The Tribes will also report additional trends as needed to meet the objectives listed in the Action Plan.

6 ECONOMIC RESILIENCE

Economic resilience is a community's ability to withstand or avoid a major disruption to the area economy. Disruptions can be a major downturn in:

- locally-produced goods or services
- consumer spending
- a key industry(ies) that plays a large role in the regional economy

Other disruptions could be:

- a natural or human-caused disaster, such as wildfire, floods, drought or a pandemic
- the impacts of climate change
- closure of a major company and the resulting loss of employment

To respond to these disruptions or shocks to the Reservation economy, the Confederated Salish and Kootenai Tribes' economic development entities and emergency response staff members must consider two types of initiatives:

- steady-state or long-term initiatives that help the community withstand an economic disruption, and
- responsive initiatives that improve a community's ability to recover after a disaster or economic shock

6.1 STEADY-STATE OR LONG-TERM INITIATIVES

6.1.1 CSKT CEDS, COMPREHENSIVE RESOURCES PLAN, AND PRE-DISASTER MITIGATION PLAN

The development of this Comprehensive Economic Development Strategy (CEDS) includes long-range objectives to address economic sustainability. As noted previously, the Tribes are in the process of updating the Comprehensive Resources Plan as well as a climate change adaptation plan and met with Tribal members and local, state and federal entities to update the Pre-Disaster Mitigation Plan for the Reservation. This work integrates Tribal planning activities on the Reservation related to economic development, land use, natural resources and disaster and emergency response.

6.1.2 DIVERSIFICATION AND STABILITY

Promoting entrepreneurship, food sovereignty, infrastructure improvements, sustainable housing and commercial development, and activities related to culturally-appropriate tourism are some of the ways that the Tribes are working to expand the diversity of the Reservation economy. Management of a major hydropower generation facility, the Reservation electric utility, Eagle Bank, and the Tribes' other corporations and revenue-producing programs rounds out this diversity.

Development of a food sovereignty plan and system, exploring sustainable housing development, expanding alternative means of transportation and communication, promoting energy conservation, and managing the power generation and distribution systems of the Reservation all work to promote economic stability.

6.1.3 WORKER RESILIENCY

Workforce training that strengthens general job skills is a key focus of the CSKT. The results of the 2014 Job and Training Needs Survey of the Tribal membership guided development of a Training Initiative that began in 2016. It includes two training tracks:

1. Entrepreneur training (business planning, accounting, marketing and more). These skills can transfer to any business operation.
2. Worker training (computer literacy, customer service, financial literacy and more). Tribal and local vocational rehabilitation programs also provide training for workers transitioning from one industry to another.

6.1.4 GEOGRAPHIC INFORMATION SYSTEMS AND EARLY WARNING TOOLS

Tribal geographic information system (GIS) data has been developed to map areas that occasionally or frequently flood, so we can avoid those areas for future development. GIS is also used to map steep slopes, wetlands, prime farmlands, critical wildlife habitat, scenic areas and more that also guide development away from potential hazards or sensitive lands or lands needed for agriculture or subsistence hunting.

Maps have been created that show areas that would be flooded if any one of the several dams located on the Reservation were to break. An early warning system has been developed for emergency response personnel to contact individuals living in an area that could be impacted. The Tribes also use GIS for mapping areas with severe wildland fire potential, and other purposes.

Maps are also being created to identify existing and potential development sites.

An economic scorecard has been developed by the Tribal Economic Development Office to track Tribal corporation employment and return on investment trends to assist in assessing the Reservation economy as affected by Tribal enterprises. The scorecard also tracks total purchases from Tribal vendors to keep money circulating within the local economy. Work could be expanded in partnership with the Lake County Community Development Corporation to track non-Tribal economic trends in the region and assessing economic vulnerabilities. This could be accomplished during their CEDS update process every 5 years.

6.1.5 TELECOMMUNICATION AND BROADBAND NETWORK REDUNDANCY

Access Communications (formerly the Ronan Telephone Company) serves the majority of the Tribes' government buildings, health and safety services, and many residential and commercial

areas on the Reservation. Blackfoot Telephone provides residential and commercial services at the south end of the Reservation, and CenturyLink provides services to Polson and other areas. Access Communications recently installed new fiber optic lines to provide greater redundancy within their system on the Reservation and the CSKT recently installed four new communications towers. Redundancy allows for uninterrupted telecommunication and internet services for internet users should damage occur on one of the lines.

6.1.6 PROMOTION

Promotion of the Reservation is a double-edge sword when the Tribal population is currently outnumbered by non-Tribal people. While the Tribes are the main economic driver within the community, and continue to promote this fact in a positive light, there remains a small group of vocal individuals who ignore Tribal sovereignty and the positive contributions that the CSKT bring to this special place—the last remaining homeland of three tribes. Attracting more people to the Reservation who do not understand or respect Tribal sovereignty and cultural and natural resource values can be a detriment to Tribal goals. The Tribes will continue to protect and promote the outstanding cultural and natural resource qualities of the Reservation, but the extent of this promotion to outside entities can only be done with utmost care.

6.2 RESPONSIVE INITIATIVES AND INFORMATION NETWORKS

As mentioned previously in this document, the Tribes have a Pre-Disaster Mitigation Plan in place, as well as an Emergency Operations Plan. These plans define key personnel, roles and responsibilities, and the actions that need to be taken during an emergency.

The Tribal Disaster Emergency Services Manager and the Lake, Sanders and Flathead Counties Emergency Management Coordinators meet regularly to discuss emergency response. The Tribal and Lake County managers co-chair a Unified Command Center/Committee that has been meeting weekly with the Mission Valley Power general manager, government officials and others during the COVID-19 pandemic. The Emergency Services Manager and Coordinators implement the Emergency Operations Plan, and as part of the Unified Command Center, address emergency response to the pandemic, including office closure recommendations, locations of sites for individuals to quarantine, coordinating vaccine and testing events, coordinating with health care providers. They provide sand and bags at various locations when they anticipate flooding events, and plan other emergency response events as needed including evacuations and sheltering.

These entities also work together with the Tribes' Natural Resource and Fire Control staff to coordinate impact assessments related to floods, drought, wildland fire, and recovery and mitigation planning.

Local chambers of commerce exist in four Reservation communities. The Tribes sponsor an annual meeting with all Tribal corporations, and after the pandemic ends, will resume annual meetings with Tribal member business owners.

6.2.1 POST-DISASTER PLANNING, IMPLEMENTATION AND RECOVERY

The Western Rural Development Region (WRDR) in Montana, in which much of the Reservation lies, has an updated CEDS document that lists post-disaster planning and implementation tasks. The Lake County Community Development Corporation, newly renamed Mission West Community Development Partners, pledges to assist the Tribes and communities within the region with the following tasks:

- “Assess the nature and magnitude of the disaster
- Assess the impact on local and regional economies (business, industry sectors, labor market, etc.)
- Assess the impact on transportation and public infrastructure
- Assess the impact on housing, schools, and health care facilities
- Develop and/or Implement a recovery timeline”

Recovery activities would be listed and prioritized. Government and private sector resources would be identified, roles and responsibilities established, and timelines estimated to accomplish each task according to recovery benchmarks.

The 2020 update of the WRDR CEDS states that “the best way to build resiliency to disasters is to direct future development to safe locations” and away from hazard areas (such as fault lines or areas that frequently or occasionally flood). While this is already being done by CSKT to some extent with regard to location of new development, CSKT should consider development and enforcement of building codes and setback requirements (in addition to building standards already in place) to protect from earthquakes, flooding, wildfire and other disasters.

The WRDR CEDS notes that:

The ability of a local economy to rebound after a disaster (resiliency) dictates the success of the community’s long-term recovery (sustainability). The return of jobs, tourism, capital investments, and other indicators of economic health are dependent upon housing recovery, infrastructure restoration, environmental restoration, and social service provision. The involvement of the private sector in the post-disaster planning process is imperative for determining the priorities and actions that will be beneficial to restoring the local economy. Consideration must be given to the different obstacles that could potentially hinder economic recovery, such as access to transportation corridors that provide for the movement of goods and services, both imported and exported; those that small businesses will face in keeping doors open and maintaining employees; decisions large employers will have to make about whether to relocate; opportunities for sustainable diversification of the economic base; and job training and workforce recruitment needed to meet altered market conditions after a major disaster....

During the COVID-19 pandemic, the CSKT have worked closely with Tribal corporations to ensure employment stability, encouraging telework where possible, investment in and use of Personal Protective Equipment (PPE), and other measures to reduce the spread of the virus such as through social distancing, electronic instead of in-person meetings, and requiring employees and visitors to sign in and get a temperature reading before being allowed entrance to Tribal headquarters. Weekly communication with major Tribal employers was required during the first several months of the pandemic to gauge the severity of any financial setbacks. Federal PPP loans kept some of these corporations afloat, especially S&K Gaming, LLC.

Unfortunately, “small businesses are more likely than large businesses to either never reopen after a major disaster or fail shortly after reopening. Several factors may be involved in these failures, including the extent of damage to a community, timing of reopening, and lack of financial reserves.” (WRDR CEDS, 2020) During the COVID-19 pandemic, restaurants, bars, caterers, art galleries, casinos and cattle producers were hit hard during closures. Tribal grants and loans, as well as low-interest and reimbursable loans offered by the U.S. Small Business Administration (SBA) can and have helped businesses recover from disasters to some extent.

But depending on the type of business and the type of disaster, not every business can survive. Technical assistance provided by the SBA, SKC, CSKT, S&K Business Services and local non-profit community development corporations is also important for business recovery or restructuring. Disasters can affect customer demand for certain products or services and some businesses may want to re-think their business plans to adapt to changing consumer demand.

Support for the workforce is also critical, such as ensuring the availability of childcare, housing, access to elementary and high school education for children, and access to information about reopening plans. Some workers may be displaced due to a disaster if their jobs are not considered essential or can no longer be sustained due to a downturn in the industry in which they work. Workforce training programs are vital to provide new skills for displaced workers so they can find work in sustainable or growing industries during and after a disaster.

“Ideally, essential service businesses that are less vulnerable to disasters should be integrated into ongoing economic development activities. Industries targeted for attraction and incentive programs after a disaster should be those that will provide a more disaster-resilient and sustainable economy for the community and are appropriate for the post-disaster circumstances.” (WRDR CEDS, 2020 update)

Community infrastructure must also be maintained prior to, during and after a disaster--to keep communication and supply lines open, evacuation routes open, and maintain access to health care, police and fire protection, and other emergency services. Maintenance of roads, bridges, airports, communications towers, power facilities, emergency services facilities and equipment is essential for disaster mitigation and recovery. Capital reserves are important for unexpected or extreme situations—such as when a major access road washes out or an evacuation must be conducted on short notice.

Access to safe drinking water and sanitation facilities is also essential, especially during a health emergency such as the COVID-19 pandemic.

Essentially, planning ahead for potential emergencies stemming from a natural or man-made disaster is critical. Utilizing and building upon the Pre-Disaster Mitigation Plan and other Emergency Operations Plans will help the Reservation community become more prepared and more resilient. Inter-agency and inter-governmental communication and cooperation are required for economic survival.

7 APPENDIX 1: FLATHEAD RESERVATION POPULATION BY GEOGRAPHIC AREA

The following tables show where Reservation residents lived at the time of the 2010 Census. It is important to note that the first table only describes the locations of those individuals who identified themselves as AI/AN alone in the 2010 census, and does not include the additional 2,096 individuals who identified themselves as AI/AN in combination with other races.

American Indian and Total Population for Flathead Reservation and Related Areas

Geography	American Indian Population					
	Census		% Change	Estimate		% Change
	2000	2010	2000-2010	2011	2012	2011-2012
Flathead Reservation	6,999	7,042	0.61%	n/a	n/a	n/a
Flathead County	864	1,068	23.61%	1,142	1,141	-0.09%
Niarada CDP**	17	10	-41.18%	n/a	n/a	n/a
Lake County	6,371	6,395	0.38%	6,472	6,671	3.07%
Arlee CDP*	301	304	1.00%	n/a	n/a	n/a
Big Arm CDP*	40	75	87.50%	n/a	n/a	n/a
Charlo CDP*	78	32	-58.97%	n/a	n/a	n/a
Dayton CDP*	3	10	233.33%	n/a	n/a	n/a
Elmo CDP*	97	134	38.14%	n/a	n/a	n/a
Finley Point CDP*	69	59	-14.49%	n/a	n/a	n/a
Jette CDP*	10	19	90.00%	n/a	n/a	n/a
Kerr CDP*	3	7	133.33%	n/a	n/a	n/a
Kicking Horse CDP*	37	92	148.65%	n/a	n/a	n/a
Kings Point CDP*	14	7	-50.00%	n/a	n/a	n/a
Pablo CDP*	928	1,287	38.69%	n/a	n/a	n/a
Polson	651	n/a	n/a	n/a	n/a	n/a
Ravalli CDP*	33	7	-78.79%	n/a	n/a	n/a
Rocky Point CDP*	1	5	400.00%	n/a	n/a	n/a
Ronan	599	n/a	n/a	n/a	n/a	n/a
St. Ignatius	352	n/a	n/a	n/a	n/a	n/a
Turtle Lake CDP*	173	150	-13.29%	n/a	n/a	n/a
Missoula County	2,230	2,952	32.38%	3,012	3,007	-0.17%
Evato CDP*	147	146	-0.68%	n/a	n/a	n/a
Sanders County	487	511	4.93%	516	485	-6.01%
Dixon CDP*	44	41	-6.82%	n/a	n/a	n/a
Hot Springs	53	n/a	n/a	n/a	n/a	n/a
LonePine CDP*	7	5	-28.57%	n/a	n/a	n/a

American Indian and Total Population for Flathead Reservation and Related Areas (continued)

Geography	Total Population					
	Census		% Change	Estimate		% Change
	2000	2010	2000-2010	2011	2012	2011-2012
Flathead Reservation	26,172	28359	8.36%	n/a	n/a	n/a
Flathead County	74,774	90928	21.60%	91301	91663	0.40%
Niarada CDP**	50	27	-46.00%	n/a	n/a	n/a
Lake County	26,588	28746	8.12%	28947	28986	0.13%
Arlee CDP*	602	636	5.65%	n/a	n/a	n/a
Big Arm CDP*	131	177	35.11%	n/a	n/a	n/a
Charlo CDP*	439	379	-13.67%	n/a	n/a	n/a
Dayton CDP*	95	84	-11.58%	n/a	n/a	n/a
Elmo CDP*	143	180	25.87%	n/a	n/a	n/a
Finley Point CDP*	493	480	-2.64%	n/a	n/a	n/a
Jette CDP*	267	253	-5.24%	n/a	n/a	n/a
Kerr CDP*	17	251	1376.47%	n/a	n/a	n/a
Kicking Horse CDP*	80	286	257.50%	n/a	n/a	n/a
Kings Point CDP*	169	151	-10.65%	n/a	n/a	n/a
Pablo CDP*	1,814	2254	24.26%	n/a	n/a	n/a
Polson	4,041	4488	11.06%	4588	4585	-0.07%
Ravalli CDP*	119	76	-36.13%	n/a	n/a	n/a
Rocky Point CDP*	107	97	-9.35%	n/a	n/a	n/a
Ronan	1,812	1871	3.26%	1912	1912	0.00%
St. Ignatius	788	842	6.85%	850	852	0.24%
Turtle Lake CDP*	194	209	7.73%	n/a	n/a	n/a
Missoula County	96,178	109299	13.64%	110138	110977	0.76%
Evaro CDP*	329	322	-2.13%	n/a	n/a	n/a
Sanders County	10,287	11413	10.95%	11440	11408	-0.28%
Dixon CDP*	216	203	-6.02%	n/a	n/a	n/a
Hot Springs	531	544	2.45%	552	553	0.18%
LonePine CDP*	137	162	18.25%	n/a	n/a	n/a

Source: U.S. Census Bureau

n/a = Not available

CDP = Census designated places. CDPs are delineated for each decennial census as the statistical counterparts of incorporated places. CDPs are delineated to provide data for settled concentrations of population that are identifiable by name but are not legally incorporated under the laws of the state in which they are located. The boundaries usually are defined in cooperation with local and tribal officials. These boundaries, which usually coincide with visible features or the boundary of an adjacent incorporated place or other legal entity boundary, have no legal status, nor do these places have officials elected to serve traditional municipal functions.