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# The Coeur d'Alene Reservation

## 2015 Comprehensive Economic Development Strategy

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**Approved By Tribal Council On  
January 29, 2015**



Photo of Benewah Automotive, Taken by Lance Mueller

**Tribal Resolution**

**PUBLIC WORKS DEPARTMENT  
PLANNING DIVISION  
COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY (CEDS)**

**CDA RESOLUTION 34 (2015)**

**WHEREAS, the Coeur d'Alene Tribal Council has been empowered to act for and on behalf of the Coeur d'Alene Tribe pursuant to the revised Constitution and Bylaws, adopted by the Coeur d'Alene Tribe by referendum November 10, 1984, and approved by the Secretary of the Interior, Bureau of Indian Affairs, December 21, 1984; and**

**WHEREAS, the Coeur d'Alene Tribal Council has a responsibility for the health, welfare, and economic development of the Tribe and its members; and**

**WHEREAS, The Public Works and Economic Development Act of 1965, as amended (PWEDA), requires a CEDS in order for investment assistance under the Economic Development Administration's (EDA) Public Works or Economic Adjustment Assistance Programs; and**

**WHEREAS, the Coeur d'Alene Tribe receives EDA grant funds on an annual basis to use toward economic development planning efforts on the Coeur d'Alene Reservation; and**

**WHEREAS, one of the requirements set forth in 13 CFR Part 303 is that a CEDS must be updated every five (5) years; and**

**WHEREAS, the last update to the Tribe's CEDS was in 2009, making it older than five (5) years and considered to be out-of-date; and**

**WHEREAS, the Public Works Department has completed an update to the 2009 CEDS in order to make the Tribe's CEDS a current document, which meets the guidelines set forth in 13 CFR Part 303; and**

**NOW, THEREFORE, BE IT RESOLVED, That the Coeur d'Alene Tribal Council hereby approves of the Public Works Department's request for acceptance of the 2015 Coeur d'Alene Reservation Comprehensive Economic Development Strategy; and**

**BE IT FUTHER RESOLVED, That the Coeur d'Alene Tribal Chairman, or his designee, is authorized to sign all documents related to this document on behalf of the Coeur d'Alene Tribe.**

**C E R T I F I C A T I O N**

**The foregoing resolution was adopted by the Coeur d'Alene Tribal Council at a meeting held at the Tribal Administrative Building at 850 A Street, Plummer, Idaho on January 29, 2015 with the required quorum present by a vote of 5 FOR 0 AGAINST 0 ABSTAIN 1 OUT**

  
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**CHIEF J. ALLAN, CHAIRMAN  
COEUR D'ALENE TRIBAL COUNCIL**

  
\_\_\_\_\_  
**DON SCZENSKI, SECRETARY/TREASURER  
COEUR D'ALENE TRIBAL COUNCIL**



This Comprehensive Economic Development Strategy was written by Lance Mueller, Planning Technician for the Coeur d'Alene Tribe Public Works Department and adopted by Tribal Council on January 29, 2015. This plan was written in compliance with the provisions listed in 13 CFR Part 303.

Tribal Council:

Chief Allan, Tribal Chairman  
Ernest Stensgar, Vice-Chairman  
Don Sczenski, Secretary-Treasurer  
Leta Campbell, Council Member  
Charlotte Nilson, Council Member  
Alfred Nomee, Council Member  
Cynthia Williams, Council Member

Special Thanks to:

Jim Kackman, Public Works Director  
and  
CEDS Committee Members:

James Alexie, Tribal Development Corporation CEO  
Rosanna Allen, Housing Director  
Leta Campbell, Council Member  
Stacey Dunn, BMC  
Valerie Fast Horse, IT Director  
Lance Mueller, Planning Technician  
Charlotte Nilson, Council Member  
Jeff Oka, CFO  
Cynthia Williams, Council Member

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**Introduction**

For the past several decades, the Coeur d’Alene Tribe has been awarded an Economic Development Administration (EDA) planning assistance grant on an annual basis. The purpose of this grant is to undertake economic development efforts within the Coeur d’Alene Reservation. In order to obtain this grant, the Tribe must maintain an up-to-date Comprehensive Economic Development Strategy (CEDS) that outlines the goals and objectives the Tribe has identified to improve economic conditions on the Reservation. The Tribe’s CEDS document must be updated every five (5) years in order to be considered an up-to-date, current plan. The last Tribal CEDS document was updated in 2009, making it five years old and initiating the need for this 2015 CEDS planning effort.

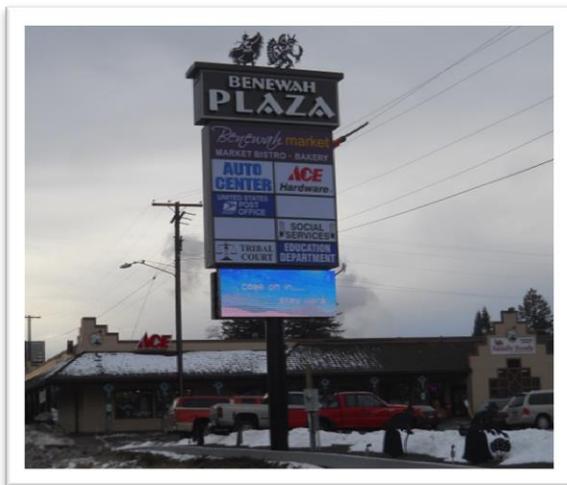
The scope of this CEDS is for the entire Coeur d’Alene Reservation, which is its own Economic Development District. This plan was developed according to the regulations set forth in 13 CFR 303. A CEDS committee was established to develop the goals and objectives of this plan.

## Reservation Background & Demographics

### BACKGROUND

The Reservation consists of approximately 344,990 acres. The Tribe is the majority owner of land within the Reservation, primarily within the western portion. Much of the land on this side of the Reservation is in “Trust” status and is owned by either the Tribe, or individual tribal members. Trust status means the Tribe has sovereignty over those lands. Accordingly, these lands cannot be taxed by local entities and local regulations cannot be forced upon them. The other entities within the Reservation that must work in conjunction with the Tribe are Kootenai County (Northern 1/3 of the Reservation), Benewah County (Southern 2/3 of the Reservation), and the cities of Worley, Plummer, and Tensed.

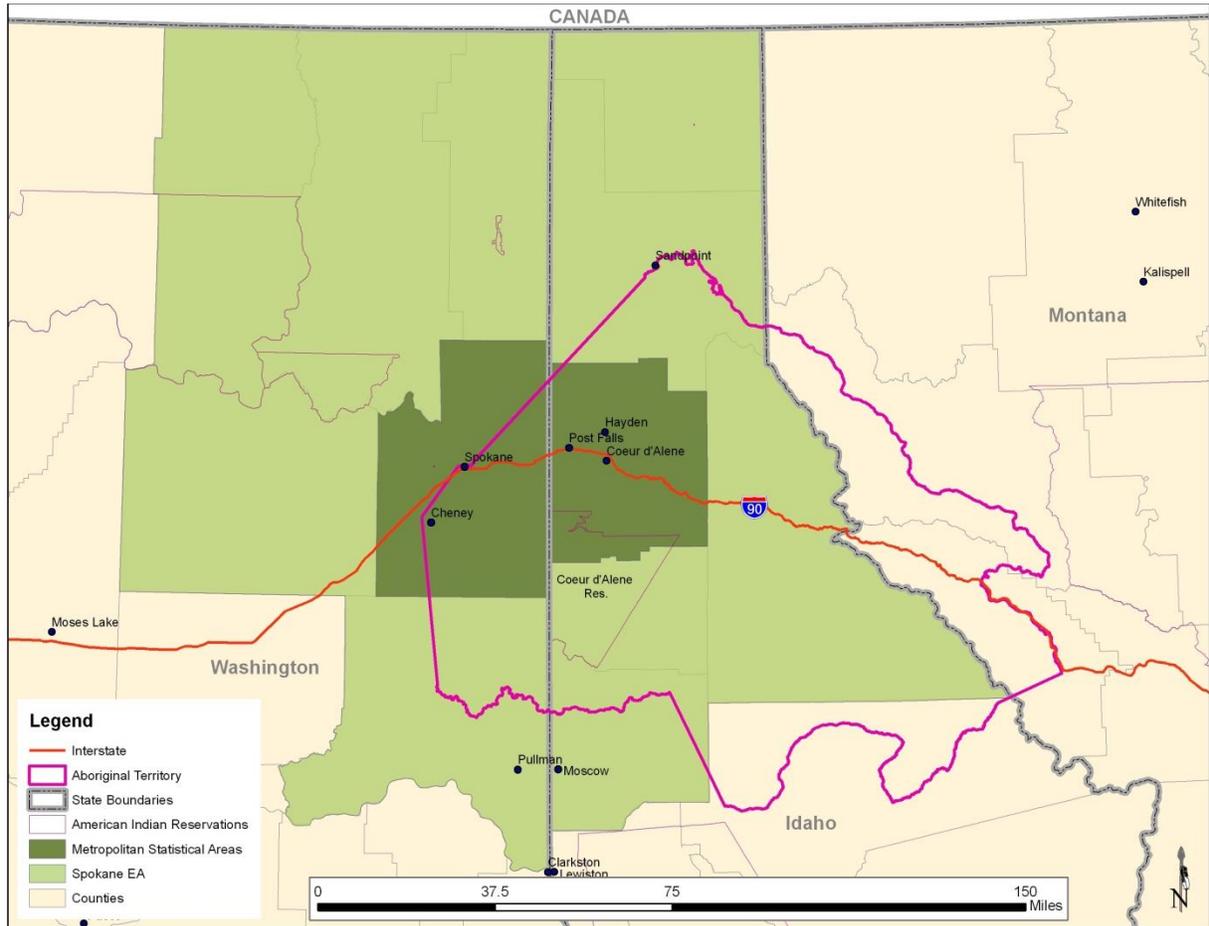
The Tribe’s Public Works Department manages the Economic Development efforts for the Tribe. This Department wrote the previous CEDS document and is in charge of this update as well. The Planning Technician is in charge of the day-to-day management of the EDA Planning Assistance Grant. Ostensibly, the Planning Technician and Public Works Director are the main staff members responsible for implementing the CEDS. However, as a Tribal document, this plan is available to all Tribal staff and departments should look for ways to team together in order to make the projects and goals materialize. The Tribal Government consists of seven council members, one of which serves as the Tribal Chairman who votes only in tie-break situations. Council positions are staggered so that no more than three positions are up for re-election at a given time. This helps to ensure stability in the Tribal Government. Each council position is three years in length. The day-to-day operations of the Tribal Government are run by the Administrative Director.



Benewah Market Shopping Center Sign, Photo by Lance Mueller

The Coeur d'Alene Reservation is located within the Spokane Regional Economic Area. This is an area defined by the Economic Development Administration. In essence, it means the economy of the Coeur d'Alene Reservation is somewhat related to and dependent on the economy within the Greater Spokane Area. The map on the following page displays the Spokane Economic Area in green, as well as the boundaries of the Tribe’s Aboriginal Territory and the current Reservation boundary.

Figure 1 – Map of the Spokane Regional Economic Area



Source: The 2009 Coeur d'Alene Tribe CEDS Document, Figure 1, Page 2

DEMOGRAPHICS

Table 1 – Coeur d'Alene Reservation Population Projections

	<b>2000 Actual Population</b>	<b>2010 Actual Population</b>	<b>2020 Estimated Population</b>	<b>2030 Estimated Population</b>
<b>Worley</b>	223	257	267	278
<b>Plummer</b>	990	1,044	1,212	1,407
<b>Tensed</b>	126	123	118	113
<b>Reservation</b>	6,551	6,760	7,897	9,225

Source: Linear-style projection used. Information based on information obtained from 1980 through 2010 Decennial Censuses (Reservation Estimates) and 1930 through 2010 Decennial Censuses (City Estimates). Taken from 2012 CDA Tribe LRTP.

The Reservation population is expected to grow nearly 36 percent by 2030, based on a linear-style population projection. For an economy, population growth of this magnitude is positive. Population growth means more consumers, which is good for Reservation businesses. However, a growing population can also present problems for communities. Infrastructure may need to be upgraded to meet the demands of a larger population. New housing may also need to be constructed in order to house the increase in population. If housing and infrastructure cannot meet the demand of the growing population, then the population may move away.

Figure 2 – United States Population Pyramid

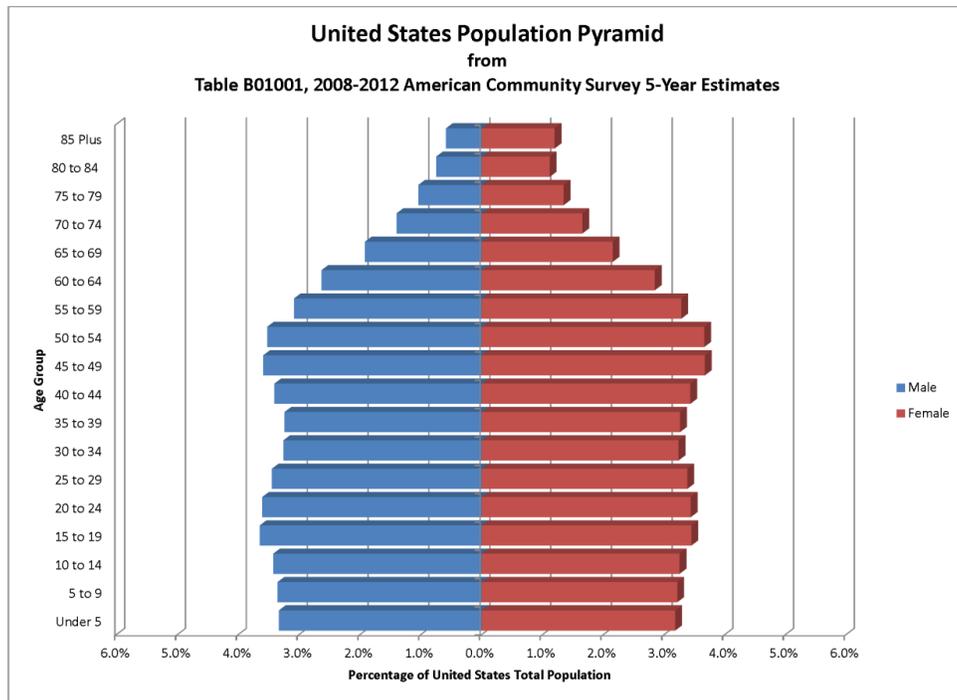


Figure 3 – State of Idaho Population Pyramid

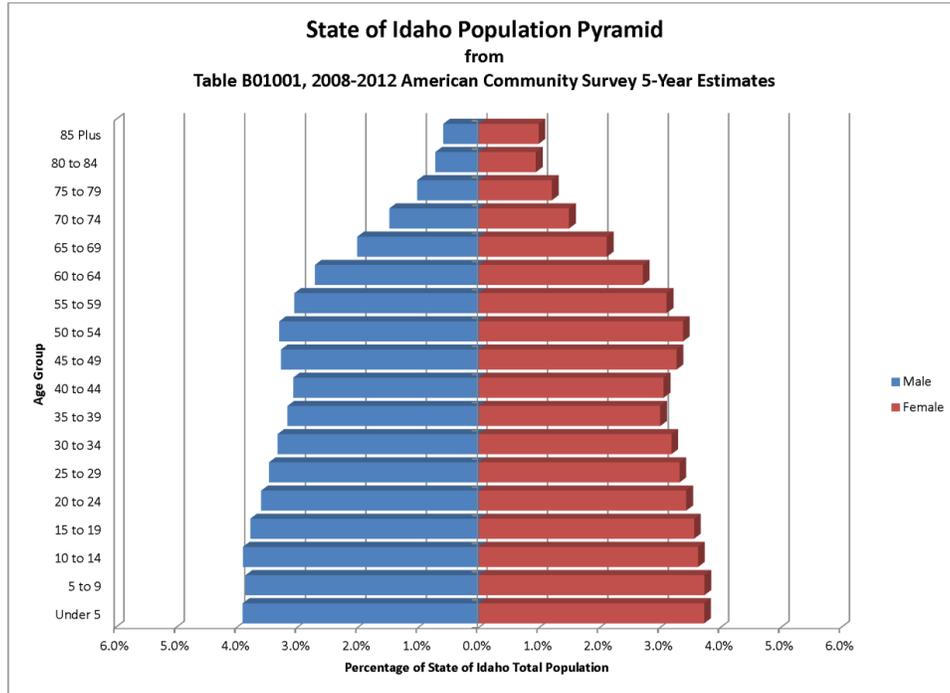
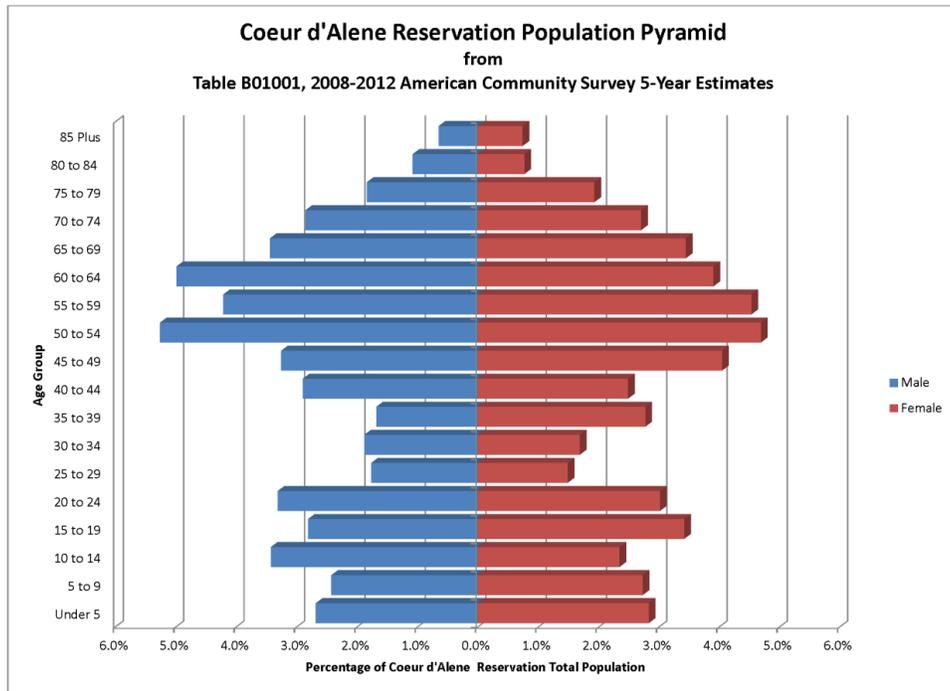


Figure 4 – Coeur d'Alene Reservation Population Pyramid



## POPULATION ANALYSIS

The population pyramid graph of the Coeur d'Alene Reservation shows that the largest cohort on the Reservation is within the 50-64 year age groups. The smallest cohort is within the 25 to 39 year age groups. This identifies that many young adults either choose not to live on the Reservation, or are unable to live on the Reservation. It also shows that the age of the Reservation population is top-heavy and a large portion of the Reservation population should either be retired, or headed shortly into retirement. This may open up opportunities for the 25 to 39 year age groups to move back to the Reservation and replace the aging workforce.

When compared to the United States and State of Idaho population pyramid graphs, the Reservation has a much larger percentage of its population as being fifty years or older. This is likely due to the rural nature of the Reservation and its inability to sustain a large young-adult population.

## Goals and Objectives

The goals and objectives listed below were derived by a series of meetings with the CEDS Committee. The CEDS committee went through a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis that was used to encourage the discussion of economic development on the Reservation (See Appendix "A" – SWOT Analysis). The goals and objectives are based off of the results of the SWOT analysis.

## GOALS

1. Encourage the people who grow up on the Reservation to continue to live here.
2. Keep the incomes that are earned on the Reservation from leaving the Reservation through leakage.
3. Capture the income of employees who work on the Reservation, but live off of it.
4. Capture the incomes of visitors who either pass through the Reservation, or visit for an extended stay.
5. Expand the number and diversity of Reservation businesses.
6. Have existing businesses thrive and new businesses be started on the Reservation.
7. Expand involvement in the local workforce.
8. Expand existing infrastructure and create new infrastructure.
9. Multiply the number of goods and services available on the Reservation.
10. Expand the number of jobs available to the local workforce.
11. Escalate the number of visitors to the Reservation each year.
12. Increase awareness of career importance and the proper approach for pursuing career employment.
13. Ensure the Reservation youth have positive experiences in school and for both students and teachers to be motivated.

14. Further the presence and display of the Tribe's culture throughout the Reservation.
15. Advance community relations between the public, as well as between the Tribe and local municipalities.
16. The Reservation communities will look as pleasing to the eye as any other community in Idaho.

## CATEGORIZED OBJECTIVES

### *Infrastructure*

- **I-1** Ensure adequate water and sewer service for businesses and households.
- **I-2** Create pedestrian friendly communities.
- **I-3** Maintain and improve the public transportation system on the Coeur d'Alene Reservation.
- **I-4** Improve telecommunications infrastructure.
- **I-5** Become energy independent through the use of clean energy options.
- **I-6** Develop tribally-owned and operated water, sewer, and other related Infrastructure.
- **I-7** Ensure that adequate safety facilities and resources exist within each Reservation community.
- **I-8** Expand the capacity and availability of community and commercial buildings.
- **I-9** Ensure a quality housing supply exists for tribal members and non-tribal employees.
- **I-10** Construct and enhance infrastructure that will allow Tribal properties to be fully-developed.

### *Partnership and Communication*

- **PC-1** Work with Tribal Council, Reservation communities, local businesses, community non-profits, and regional economic development organizations to implement the CEDS.
- **PC-2** Develop partnerships with the Reservation communities to enhance the economic

conditions of the Reservation communities.

- **PC-3** Improve communication of economic development strategies by use of current media outlets.
- **PC-4** Coordinate planned construction activities internally and externally in order to minimize construction costs and to maximize funding sources.
- **PC-5** Procure outside funding for projects by partnering with local Reservation entities.
- **PC-6** Motivate able bodied residents to search for proper employment based on skill level and to begin a career.
- **PC-7** Recruit and incentivize businesses to locate on the Reservation.

*Reservation Economy*

- **RE-1** Develop and enhance the arts and culture sector of the Reservation economy.
- **RE-2** Study the economic behavior of the Coeur d'Alene Reservation.
- **RE-3** Aid the growth of local business and entrepreneurship.
- **RE-4** Create jobs for existing Reservation residents.
- **RE-5** Reduce leakage of income derived on the Reservation.
- **RE-6** Create more purchasing opportunities for residents, especially for items not typically purchased on the Reservation and items non-resident employees would purchase on their way home.
- **RE-7** Host more events and celebrations on the Reservation.
- **RE-8** Create more dining opportunities on the Reservation.
- **RE-9** Implement the strategies listed in the 2014 CDA Reservation Tourism Plan.
- **RE-10** Evaluate tribal properties for their development potential.
- **RE-11** Publicize advantages for businesses on the Reservation (i.e. trust land).
- **RE-12** Incentivize young people to move back, or stay on the Reservation post high-school or college.

*Culture and Education*

- **CE-1** Support the University of Idaho's Plummer Extension Office in their efforts to train and educate the local population.
- **CE-2** Incentivize teachers to stay and teach within the Reservation for multiple years and to increase their efforts with students who appear to be struggling with their academics.
- **CE-3** Establish and support a work study/internship program for high school kids to assist them with obtaining real life work experience.
- **CE-4** Encourage the use of the Coeur d'Alene Language to be used on all types of signs throughout the Reservation.
- **CE-5** Design future tribal government buildings with similar design details that reflect the Tribe's culture.
- **CE-6** Improve the overall image of the Reservation, both visually and in perception.
- **CE-7** Improve the economy on the Reservation by investing in education.

*Land Use*

- **LU-1** Maintain open space and preserve the rural character of the Coeur d'Alene Reservation.
- **LU-2** Adopt land use and development strategies that account for future growth and enhance the Reservation Economy.

**Economic Characteristics of the Reservation**

**PAST ECONOMIC DEVELOPMENT EFFORTS**

Previous Economic Development efforts by the Tribe include a swine farm, bread company, metal fabrication shop, and fuel-bladder manufacturing plant. While some of these endeavors were successful in the short-term, none were able to maintain long-term success. Other Tribal businesses that have managed to stay in business for the long-term and produce periodic profits are the Benewah Market, Benewah Auto, Ace Hardware, and the Tribal Farm.

The Benewah Market has a distinct advantage over the other tribal businesses as it has a monopoly on the grocery market for the Plummer and Worley area. There are no other full-scale grocery stores within this area (The closest is in St. Maries). While the Benewah Market is able to produce profits on occasion, it is not a particularly lucrative business; nonetheless it does provide a necessary amenity to the Reservation Community. One undesirable aspect about the Market is the building and equipment of the Market are aging and this requires improvements and replacements, which consume profits.



Benewah Market Sign, Photo by Lance Mueller

Benewah Automotive consists of a gas station with 4 pumps, as well as a car repair clinic. Tires and automotive supplies are also sold at Benewah Automotive. Typical services include oil changes, tire rotations, and brake repair.



Ace Hardware, Photo by Lance Mueller

Ace Hardware is located adjacent to the Benewah Market and carries typical home hardware supplies, such as paint, tools, and lawnmowers. A competitor was opened at the Warpath station, but it has since closed. The next nearest hardware store is located in St. Maries.

The Tribal Farm has been in continued operation for over thirty years. The Farm produces a profit on a regular basis. The Tribal Farm operates on trust and fee ground that is one-hundred percent owned by the Tribal Government, thus no lease fees are paid by the Tribe for farming this land. It also operates through leases on trust ground that is owned by Tribal individuals. On this ground, the Tribal Farm must pay lease expenses, consisting of a crop-share or cash rent that is paid to the landowners.

## ECONOMIC DEVELOPMENT CHALLENGES

There are many challenges in not only improving, but in maintaining the economy on the Coeur d'Alene Reservation. The one issue that stands out when analyzing the Reservation is it is isolated by distance from the larger economic areas of Spokane and Coeur d'Alene. This makes it difficult to import customers/consumers as they are unlikely to travel to the Reservation, unless they have a specific reason to.

Due to the rural nature of the Reservation, there is not a large population to derive a hefty economy from. Many of the jobs on the Reservation (Such as the Casino and Tribal Government) are filled by workers who live off of the Reservation. This creates a gap in the Reservation population from the typical work hours of the weekdays to the non-work hours of the weekends. In other words, when the imported workers leave the Reservation after 4:30 PM

their money leaves with them. This is money that would otherwise be spent locally if these individuals lived on the Reservation.

Many workers cannot, or are unwilling to move to the Reservation, because there is not enough quality housing for them. This makes it difficult for the Reservation Population to grow.

For the individuals who do live on the Reservation, there are times when they must leave the Reservation in order to purchase certain goods. For example, there is nowhere on the Reservation to purchase a new washer and dryer. It would be a benefit to the residents and the economy of the Reservation if these goods were made available on the Reservation. However, many of these goods cannot be sold here, because the proper infrastructure for these types of businesses is non-existent. For instance, the towns of Worley and Plummer do not have excess sewer and water capacity, and there are no high-quality commercial buildings available for occupancy.

The per capita income of the residents on the Reservation is eighty-five percent of the national average and one-hundred and six percent of the State of Idaho average. However, when comparing average household income, the Reservation income is eighty percent of that of the United States and ninety-eight percent of the State of Idaho. It should be noted that the average household size of the Reservation is 2.48 people, which is five percent smaller than the United States average and seven percent smaller than the State of Idaho. Because the incomes on the Reservation are not large, there are few individuals who have the capital necessary to start a new business.

Table 2 – Economic Statistics

	<b>Per Capita Income</b>	<b>Average Household Income</b>	<b>Average Household Size</b>	<b>Household Occupancy Rate</b>	<b>Unemployment Rate</b>
<b>United States</b>	\$28,051	\$73,034	2.61	87.5%	9.3%
<b>Idaho</b>	\$22,581	\$59,974	2.66	86.6%	8.5%
<b>CDA Reservation</b>	\$23,948	\$58,514	2.48	62.0%	10.0%

Source: Tables DP04, B25010, B19301, S1902, and DP03 of the American Community Survey 2008-2012 5-Year Estimates

### **Economic Opportunities**

A previous study was done in 2010 by Berk and Associates that analyzed the Reservation economy and developed a list of opportunities for economic expansion on the Reservation. This list focused on eight areas:

- 1) Setting goals and working with partners.
- 2) Improving education.

- 3) Building upon the Casino and honing in on the outdoor recreation market.
- 4) Building upon the Benewah Medical Center.
- 5) Investing in the clean technology and manufacturing fields.
- 6) Maintaining and improving transportation to and from the Reservation.
- 7) Support of the expansion of local retailers.
- 8) Establishing Tribally-owned businesses in the Spokane and Coeur d'Alene area.

While all of these focus areas may have seen some improvement, building upon the Casino and the Benewah Medical Center are the only areas that have seen substantial gain. All of the above focus areas are addressed in some manner in the Goals and Objectives section of this CEDS.

### Plan of Action / Potential Economic Development Projects and Opportunities

The Plan of Action for this CEDS document is to implement the goals and objectives by initiating the projects that are listed below. It is implausible that all of the projects listed below will be completed by the time this CEDS document is required to be updated in five years. As staff works to implement this CEDS document, projects will have to be selected by importance and ability to implement, based on staff resources and funding availability.

Table 3 – Economic Development Projects List

Project No.	Project	Goal(s) Addressed from CEDS	Objectives Addressed from CEDS	Project Description	Estimated Cost	Potential Funding Source
1	Initiate 2nd Tribal Farm	6, 10	LU-1	Self-farm 1,500 acre to 5,000 acres of tribally owned land	\$ 1,500,000	Tribal Funds/USDA Loan
2	Sub-Agency Well No. 4	8	I-1, I-10	Drill new well to increase water source	\$ 45,000	IHS
3	DeSmet Sewer Project	8	I-1, I-10	New pump system, replace old collection system piping, gravel lagoon berms	\$ 800,000	EPA/IHS
4	Worley Sewer Project	8	I-1, I-10, PC-2	Replace old collection system piping	\$ 1,500,000	City/IHS/USDA/ Panhandle Area Council
5	Solid Waste Transfer Facility	8	I-6	Identify parcel and construct solid waste transfer station	\$ 450,000	IHS/Tribe
6	Food Distribution Warehouse	2, 5	I-1	Construct 15,000 Sq. Ft. food warehouse	\$ 495,000	Tribe/USDA
7	Worley Cemetery Project	16	LU-1, I-10	Power, fence, lighting, roads, well, irrigation system, landscaping	\$ 160,000	Tribe
8	Tribal Administration Building Project	10, 14, 16	I-1, I-10, RE-3, RE-4	Design and construct a new administration building for Tribal Government	\$ 2,000,000	Tribe
9	Veterans Memorial Park Project	4, 11	RE-1, RE-7, RE-9, CE-5, LU-1, I-2	Design and Implement preliminary master plan	\$ 750,000	Tribe
10	Tribal Rock Pit	5, 6, 10	I-3, I-10, RE-4	Develop an aggregate source in southern portion of the Reservation	\$ 300,000	Tribe
11	Business Recruitment (Manufacturing)	2, 3, 4, 5, 6, 9, 10	RE-4, RE-5, RE-6, RE-11, PC-7	Recruit a manufacturing business to locate on the Reservation	\$ 10,000	Tribe
12	Business Recruitment (Retail)	2, 3, 4, 5, 6, 9, 10	RE-4, RE-5, RE-6, RE-11, PC-7	Recruit a retail business to locate on the Reservation	\$ 10,000	Tribe

## 2015 Coeur d'Alene Reservation Comprehensive Economic Development Strategy

Project No.	Project	Goal(s) Addressed from CEDS	Objectives Addressed from CEDS	Project Description	Estimated Cost	Potential Funding Source
13	Fiber Optic Project	5, 8	I-4, I-10, PC-3	Provide internet service to houses and businesses via fiber-optic lines	\$ 12,000,000	Tribe/ARRA
14	Radio Station Project	5, 8	PC-3	Start and maintain a tribally-owned and operated radio station	\$ 500,000	Tribe
15	Business Park	2, 3, 4, 5, 6, 8, 9, 10	I-8, PC-7, RE-4, RE-6	Establish a business park subdivision on parcel A621	\$ 650,000	Tribe
16	Business Recruitment (Casino)	5, 6, 9, 10	PC-7, RE-4, RE-6, RE-11	Recruit a resort/hospitality business to complement the Tribe's Casino and Hotel enterprises	\$ 10,000	Tribe
17	Tribal Credit Union	2, 9	RE-3, RE-4, RE-5	Start a tribally-owned bank	\$ 5,000,000	Tribe
18	Plummer Industrial Site	5, 6	I-1, I-8, I-10	Construct a road, water and sewer utilities, and two gravel building pads on allotment T1016 in Plummer	\$ 300,000	Tribe
19	Purchase an Established Franchise	2, 3, 4, 5, 6, 9, 10	PC-7, RE-4, RE-5, RE-6, RE-8	Purchase a franchise with a successful track record and business model and open it on the Reservation	\$ 300,000	Tribe
20	DeSmet Water System	8	I-1, I-10	Study and repair/rehabilitate the water system in DeSmet	\$ 500,000	Tribe/HIS
21	Plummer Tribal Water System Capacity	8	I-1, I-10	Study and repair/rehabilitate the Tribe's water system in the Plummer area	\$ 250,000	Tribe/HIS
22	Community Signage Improvements	4, 6, 14	RE-3, CE-4	Locate new signs within the Reservation to notify visitors of business locations and things/events to do locally	\$ 5,000	Tribe
23	Tourism Plan Implementation	4, 6, 11	RE-3, RE-7, RE-9	Implement the strategies and projects listed in the Tribe's 2013 Tourism Plan	Unknown	All Reservation Entities
24	Tribal Rock Pit Production (Plummer)	8	I-3	Crush rock in the Tribe's pit to sell to the Public and to use for tribal projects	\$ 300,000	Tribe/BIA
25	Fireworks Consolidation Development	4, 6	RE-3	Create and promote a single space for fireworks to be sold within the Reservation in order to make it a well-known place and to generate more business	Unknown	Tribe
26	Develop Magnuson Property	4, 5, 6, 10, 11	RE-4, RE-7	Create a development that could build off of what is happening at the Casino	Unknown	Tribe
27	RV Park Like Yakama	4, 5, 11	RE-9	Build an RV park to get tourists to stay overnight	\$ 150,000	Tribe
28	Create a Value-Added Farming Product	5, 6, 10	RE-4	A value-added farming product could be desired in a niche market and USDA grants can help fund a portion of the production	Unknown	Tribe/USDA
29	Develop Commercial Real Estate Developments On-Reservation	2, 3, 4, 5, 6, 9, 10	I-8, RE-4, RE-5, RE-6	Create more commercial space by constructing more buildings	\$ 500,000	Tribe/EDA
30	Host an Event Like Pig Out at Trailhead	4, 11	RE-7, RE-8, RE-9	Utilize the space at the Trailhead by hosting an event that allows local businesses to display their products	Unknown	Tribe/EDA
31	Create a Casino Supply Business	2, 5, 6, 9, 10	RE-4, RE-5	This could reduce the costs to the Casino if a tribal business directly supplied the Casino	Unknown	Tribe
32	Develop a Real Estate Investment Plan	5, 8	RE-10	Develop a plan to strategically invest in real estate both within the Reservation and outside of it	Unknown	Tribe/EDA
33	Develop Property Owned Outside of CDA	3, 7, 8	RE-4, RE-10	Property outside of the Reservation has direct access to populations larger than what are found within the Reservation. This project would take advantage of the larger population.	Unknown	Tribe
34	Develop a new housing subdivision on the Reservation	1	I-9	Build new housing on the Reservation on tribally-owned property	\$ 2,500,000	Tribe/HUD
35	Establish a business incubator in Worley	2, 5, 9, 10	RE-3, RE-4, RE-5	Develop a building that may be used by local entrepreneurs to begin a new business	\$ 600,000	Tribe/EDA
36	Establish a business incubator in Plummer	2, 5, 9, 10	RE-3, RE-4, RE-5	Develop a building that may be used by local entrepreneurs to begin a new business	\$ 600,000	Tribe/EDA
37	Create a business recruitment flyer and website	5, 6	RE-4, RE-6, RE-11	Recruit businesses to move to the Reservation with a flyer that displays the wonderful benefits of the Reservation and trust land	\$ 5,000	Tribe/EDA
38	Sub-Agency 4th Unit Construction	1	I-9	Construct the last remaining apartment unit at the sub-agency site	\$ 500,000	Tribe/HUD
39	Plumer Solid Waste Transfer Station	8, 15	I-1, I-10, PC-1, PC-2	Construct a garbage collection and transfer site near the bridge on HWY 5	\$ 150,000	Tribe/Benewah County/HIS
40	Tribal Property Development Study	8	I-8, RE-10	Study all tribal parcels to determine their capacity to be developed for commercial purposes	\$ 25,000	Tribe/EDA

## 2015 Coeur d'Alene Reservation Comprehensive Economic Development Strategy

Project No.	Project	Goal(s) Addressed from CEDS	Objectives Addressed from CEDS	Project Description	Estimated Cost	Potential Funding Source
41	Bike and pedestrian trail to connect the City of Worley to the Casino and to the City of Plummer.	8	I-2, I-3	Construct a trail that will allow pedestrians and bikers to safely and comfortably commute from the Casino to Worley and Plummer	\$ 5,000,000	Tribe
42	Apply for REACH Grant to do a walkability study	8	I-2, I-3	Perform a walkability study for Worley, Plummer, and DeSmet "areas" to improve pedestrian safety	\$ 10,000	Tribe/CDC
43	Tribal buildings sidewalk and lighting connection	8, 16	I-2, I-3	Construct sidewalks to connect tribal buildings to each other. Make sure adequate street lighting exists.	Unknown	Tribe
44	Implement the Tribe's Long Range Transportation Plan	8	I-3	Implement the projects in the 2012 LRTP to improve the transportation network of the Reservation	Unknown	Tribe
45	Install bus shelters on the Citylink Rural Route	8, 16	I-3	Use Citylink FTA funds to install bus passenger shelters at the stops located along the Rural Route within the Reservation	\$ 150,000	FTA
46	Expand upon existing fiber-optics with phase two line placement	8	I-4, PC-3	Build upon the initial fiber-optic lines that were installed in the summer of 2013	Unknown	Tribe/USDA
47	Establish a 911 system for the Reservation to be operated by the Tribe	2	I-7	Create a 911 center specific to the Reservation. The Tribe should collect the taxes for this from phone services and operate it tribally	Unknown	Tribe/FEMA
48	Increase cell phone coverage capacity within the rural areas of the Reservation	16	I-7	Make it so the coverage for cell phones is better, particularly in the southern portion of the Reservation so that less phone conversations are dropped/lost	Unknown	Tribe/Homeland Security
49	Construct a housing development to be open to tribal employees as well as tribal members	2, 3	I-9	Be proactive in building homes for not only natives, but for employees of the Tribe. This could include only creating the infrastructure for a housing development and letting buyers construct their own houses.	\$ 2,000,000	Tribe
50	Construct tribal housing close to Lake Coeur d'Alene	1, 8, 14	I-9	Construct a tribal housing development close to Lake Coeur d'Alene to connect the CDA Tribal people with the Lake. This could be a rental cabin type development that is rented out to tourists for a certain time period throughout the year.	\$ 4,000,000	Tribe
51	Create a Coeur d'Alene Tribe Economic Development website	8	PC-3	Create a website separate from the external tribal website that is devoted to promoting the Tribe's economic development efforts. A link can be made to appear on the main page of the Tribe's external website.	\$ 20,000	Tribe/EDA
52	Provide a free child care service to residents of the Reservation if they are working	7	PC-6	Provide free child care to residents of the Reservation as an incentive to become involved in the local workforce. The cost of child care services is an existing barrier to employment for some residents.	Unknown	Tribe
53	Offer scholarships to local students at local schools and technical programs	1, 7, 12	CE-7, RE-12	Incentivize young people to stay near home by offering local students scholarships to local schools. Increase participation by offering scholarships for two-year technical programs as well.	\$ 50,000	Tribe
54	Tribal departments to partner with local schools to place students in career programs that are needed within the Tribal Government	1, 7, 10, 12	RE-4, RE-12, CE-3	The Tribe can incentivize local students to go to college by offering them jobs with the Tribe if they go into a certain field of study. Could work by also providing internship opportunities.	Unknown	Tribe/School Districts
55	Education Department Visits to School and Resume Workshop	12, 13	CE-3, CE-7	Have the Tribe's Education Department visit local high schools to demonstrate job search skills to seniors. Also have them hold a seminar on the Reservation for adults to come get help with putting together a resume.	\$ 10,000	Tribe
56	Work with Plummer-Worley School District to provide bonuses to teachers whose bottom 20% students improve over the course of the year	13	CE-2	Incentivize teachers to continue to teach to all of the students in the class all year and not to concentrate on the upper half. Bonuses could be paid by the Tribe to the teachers if so many students improved their grade from the first quarter to the last.	Unknown	Tribe
57	School field Trip/Party Incentive Program	13	CE-2	Incentivize students to get good grades by providing students with a party as a reward for doing well. Students would have to get a certain grade point average in order to attend the party.	\$ 5,000	Tribe
58	Local Elected Officials and Tribal Leaders Community Summit	15	PC-1, PC-5, PC-2	Invite local community elected officials to partake in a sitdown meeting with tribal leaders to identify issues and discuss solutions	Unknown	Tribe
59	Public Art Funding	14, 16	RE-1, CE-6	Fund a competition of local artists to make public art that can be placed in front of tribal buildings	\$ 10,000	Tribe
60	Workforce Incentive	7	PC-6	Provide a gift to tribal members who have shown a form of continued or sustained employment for a minimum of 6 months	Unknown	Tribe
61	US 95 Reconstruction through Worley	8	I-2, I-3, CE-6	Reconstruct Highway 95 and widen it to 5 lanes and include crosswalks, sidewalks, and bike lanes	\$ 9,250,000	ITD

### Performance Measures

As it is unlikely staff will be able to implement such a long list of projects and objectives in a five year timespan, the success of this CEDS will be tied to the efforts of the successful implementation of at least one project per year. Not all projects must reach full implementation, but continual application towards implementation/completion should be considered an accomplishment. The following are guidelines to determine the extent to which this plan has been considered a success.

1. The number of projects that were attempted in full, or partially during the CEDS timeline.
  - A minimum of 5 should be completed at the end of the five-year cycle.
2. The amount of funding the Tribe received for economic development during the five-year cycle.
  - Maintaining current funding levels is adequate, but the complete funding of a project not funded by the ordinary EDA Planning Assistance Grant should be considered a major achievement.
3. Improved communication and participation between Reservation entities during the CEDS timeline, both internal and external.
  - Improved communication and participation will be any increase in collaboration between the Tribe and Reservation entities. Partnering for the implementation of an economic development project from the list in this plan should be considered a major feat.

### **Future Updates**

The need for a current CEDS document is listed in 13 CFR 303.6. The Tribe's Public Works Department is in charge of initiating the update process. This CEDS document will remain current until 2020. At that time, the economic development planner for the Tribe will need to form a new CEDS committee to begin the update process.

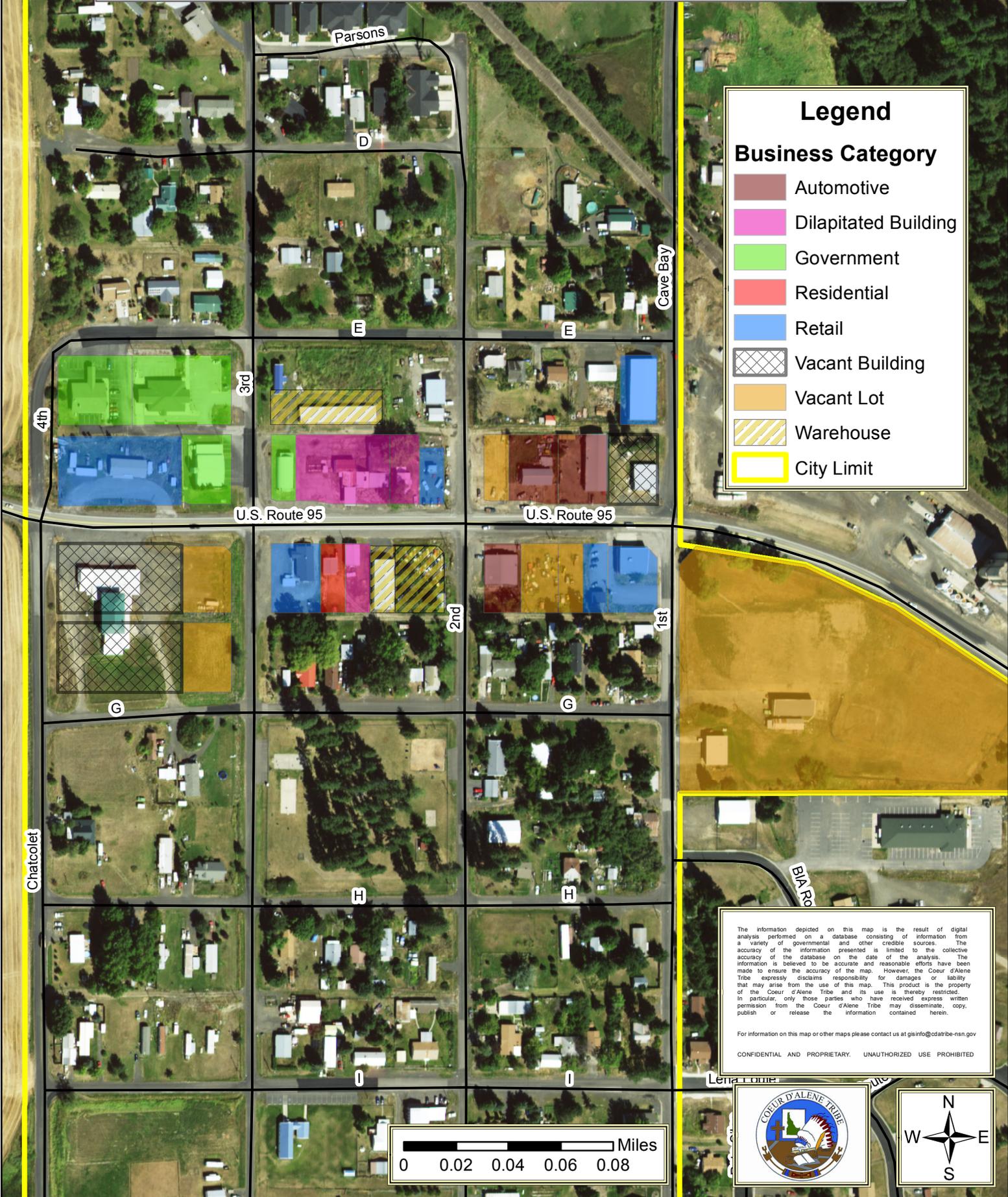
### **Summary**

The advancement of Economic Development on the Coeur d'Alene Reservation is a difficult endeavor, but progress is evident. The Reservation is isolated from big population centers and does not maintain a large local population. While these challenges/obstacles may never vanish, substantial improvements to the Reservation economy can be made incrementally over time. By following the objectives listed in this plan, the areas of the Reservation economy that are weak will become stronger and the Reservation economy will gradually become more self-sustaining.

## 2014 Coeur d'Alene Reservation CEDS Update SWOT Analysis

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Proximity to Lake CDA.</li> <li>• Previous planning efforts, such as the Tourism Plan and Master Plan.</li> <li>• Stability of the Tribal Government/Council does what is best for the Tribe.</li> <li>• Top employer in North Idaho.</li> <li>• Casino/Tribal Enterprises.</li> <li>• Large Land Base/Space to grow.</li> <li>• Abundant Natural Resources.</li> <li>• Tribal Sovereignty.                             <ul style="list-style-type: none"> <li>○ Tax advantages.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Fee land not yet converted into trust.</li> <li>• Poor relationships.</li> <li>• Low-quality infrastructure.                             <ul style="list-style-type: none"> <li>○ Sewers.</li> <li>○ Streets.</li> <li>○ Sidewalks.</li> </ul> </li> <li>• Education system.</li> <li>• Jurisdictional issues w/law enforcement.                             <ul style="list-style-type: none"> <li>○ Creates instability.</li> </ul> </li> <li>• Lack of commercial properties/developments &amp; housing.</li> <li>• Uninviting communities/undesirable appearances</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Schools receive adequate funding &amp; have adequate facilities.                             <ul style="list-style-type: none"> <li>○ Need motivated teachers.</li> <li>○ Incentives for students and teachers.</li> </ul> </li> <li>• Setting priorities.</li> <li>• Use of CDA Language/Utilization of cultural design/identity.</li> <li>• Rehabilitate/teardown crumbling buildings.</li> <li>• Able to control growth.</li> <li>• Ownership of valuable property.</li> <li>• Establish a visitor center.</li> <li>• Ability to start new communities.</li> <li>• Creative uses of trust land.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of Return on Investment.</li> <li>• Opposing viewpoints.</li> <li>• Lack of unity in cheering for success.</li> <li>• Staying committed and seeing things through to the end.</li> <li>• Competition.</li> <li>• Community backlash.</li> <li>• Unrealistic expectation of inflated real estate prices involving the Tribe.</li> <li>• Things getting too big.</li> <li>• Becoming a target.</li> </ul>

# Worley Area Designated Business Use by Parcel Using the Best Fit Model



### Legend

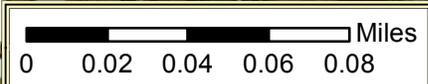
**Business Category**

- Automotive
- Dilapidated Building
- Government
- Residential
- Retail
- Vacant Building
- Vacant Lot
- Warehouse
- City Limit

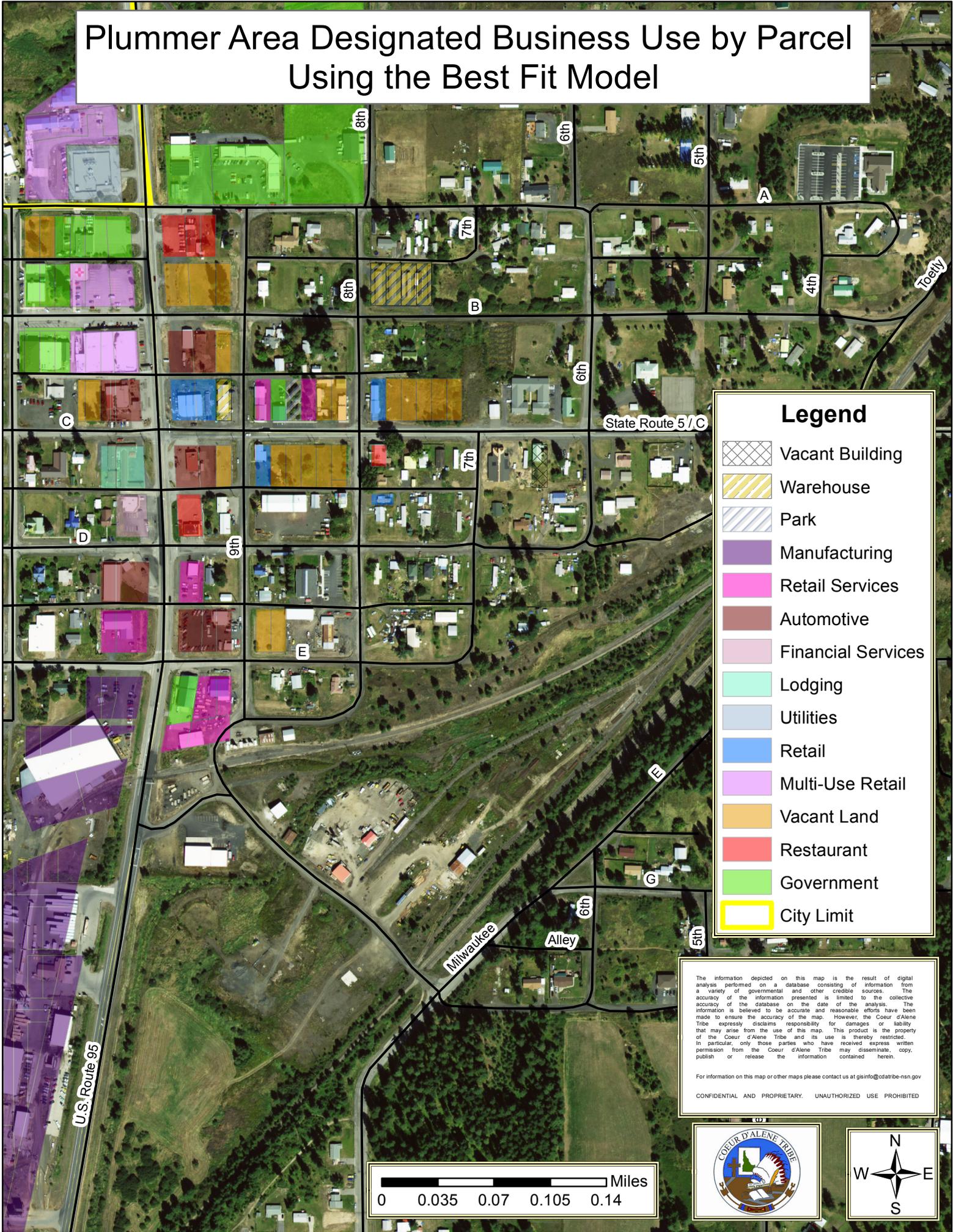
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# Plummer Area Designated Business Use by Parcel Using the Best Fit Model



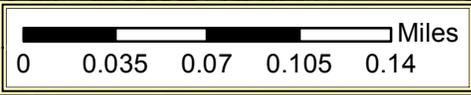
### Legend

-  Vacant Building
-  Warehouse
-  Park
-  Manufacturing
-  Retail Services
-  Automotive
-  Financial Services
-  Lodging
-  Utilities
-  Retail
-  Multi-Use Retail
-  Vacant Land
-  Restaurant
-  Government
-  City Limit

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CEDS Update Committee Attendance List

<b>Name</b>	<b>Title</b>	<b>6/25/14 Meeting</b>	<b>7/15/14 Meeting</b>
James Alexie	Development Corporation CEO	X	X
Rosanna Allen	Housing Director		X
Leta Campbell	Council Member	X	X
Stacy Dunn	BMC		X
Valerie Fast Horse	IT Director	X	X
Lance Mueller	Planning Technician	X	X
Charlotte Nilson	Council Member	X	
Jeff Oka	CFO	X	
Cynthia Williams	Council Member	X	X

## **Materials Referenced**

Arnold, Joshua. "Coeur d'Alene Tribe Comprehensive Economic Development Strategy (CEDS) 2009". Coeur d'Alene Tribe. Plummer, ID. 2009.

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