





## Comprehensive Economic Development Strategy (CEDS)

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## **PREFACE**

The Nisqually Indian Tribe has developed and adopted an Overall Economic Development Plan (OEDP) a number of times in the past 40 years (most recently in 2001.) In 2021, the Tribe began the process of updating the OEDP in the Comprehensive Economic Development Strategy (CEDS) format.

The CEDS was facilitated by the Tribe's Planning and Economic Development Department in collaboration with the Nisqually Tribal Council and Administration. The CEDS Committee for this plan is Tribal Council together with senior members of the Tribal Administration team. The CEDS Committee was formed to bring together knowledgeable individuals who carry valuable institutional knowledge, goals and vision of the tribe, and regional economic information. The key team members from the Planning and Economic Development Department to write the CEDS document were Chelsie Sharp, Joe Cushman, Lisa Breckenridge, and Mike Mason. The key team members from the Master Planning Technical Team to provide input and information for the CEDS were Tony Berkson (Public Works), Wayne Lloyd (Building Department), Keith Brent (Building Department), Cynthia Iyall (Tribal Administrator), Sharlaine LaClair (Tribal Administrator), and Pete Ansara (CEO). The CEDS Committee consider the CEDS a living document that can be approved annually to ensure it is meeting the needs of the Nisqually Indian Tribe. The time taken for Tribal employees and/or community members to get involved is also very much appreciated as it is critical in the development of a feasible strategic planning document.

The result is a strategic, well-defined CEDS and action plan that provides a guiding document for economic, infrastructure, community and workforce development for the Nisqually Indian Tribe. The Nisqually Indian Tribe will utilize CEDS to follow the ideals from the Nisqually Constitution to cooperate, promote, and protect the best interests of the people.

## **II. INTRODUCTION**

### **a. Nisqually Reservation**

The Nisqually Reservation is approximately 5,000 acres in size and located 15 miles east of Olympia, Washington, on the Nisqually River. Virtually all development undertaken on the reservation within the past 40 years has been on the tribally owned lands. In 1970, the on-reservation Indian population at Nisqually was only 19 persons. By 2016, this figure has skyrocketed to over 800 Indian persons due to tribal housing, employment, and human service programs. An increase in the tribal service population (on and off the reservation), from 126 to 8,400, also co-occurred. Within the Reservation Area U.S. Census Tract of 2010, there were reported 2,839 people, of which 412 (15%) self-identified as American Indian or Alaskan Native (AIAN). 125 Nisqually Tribe Members are older (elders), 534 adults ages 18 and older, and 224 children ages 17 and younger (youth). The Tribe's BIA approved service area includes the Nisqually Reservation and adjacent Thurston and Pierce Counties.

When the Tribe began to re-acquire a land base, it was able to acquire land in two areas separated by about 3 miles of highway and private landowners, so today the Reservation consists of two communities (North and South Reservation.)

### **b. Historical Overview of the Tribe**

Historically the Nisqually Tribe has occupied the woodlands and prairies within the Nisqually River Basin, encompassing an area between Mt. Rainier and Puget Sound in the western part of what is now the state of Washington. The Tribe in the 1850's was signatory to the Treaty of Medicine Creek, and provided with a barren, rocky reservation inadequate to sustain the Tribal membership. Led by the great historical figure and Chief, Leschi, the Tribe engaged in a two year armed conflict against the territorial government which resulted in the Tribe receiving a more suitable reservation location along the banks of the Nisqually River.

The reservation was divided into allotments in the 1880's, with each tribal family receiving a 60-150 acre parcel to be developed for farming. In 1918 over 70 percent of the reservation was condemned by neighboring Pierce County as transferred to the Department of War as part of the creation of Ft. Lewis. Tribal families were evicted from their homes and farms in the dead of winter and either relocated to the remaining portion of the reservation or dispersed to other reservations within the region.

In the 1920's, hydroelectric facilities were constructed on the Nisqually River resulting in severe damage to tribal fish resources. In spite of these disastrous setbacks, the Tribe was able to survive as a viable community, and lead the struggle for recognition of treaty guaranteed tribal fishing rights in the 1960's and 70's.

### **c. Tribal Government**

The Nisqually Tribe is organized under a Constitution and By-Laws approved by the Secretary of the Interior under provisions of the Indian Reorganization Act of 1934. The Tribe has a long tradition of tribal self-government, and has been successful in establishing and maintaining a stability and continuity in its governmental affairs that has allowed for the steady growth of the Tribal organizations and community.

The governing body of the Tribe is the General Council, which is comprised of all members 18 years of age and older. The General Council meets twice annually, and may also convene special meetings. The business affairs for the Tribe are overseen by the Tribal Council, a seven-member body elected by the Community Council for two-year terms. These elected officials include the Tribal Chairman, Vice-Chairman, Secretary, Treasurer, Fifth Council Member, Sixth Council Member, and Seventh Council Member. The General Council also appoints a Shareholders Committee to oversee the business ventures of the tribe.

The Tribal Council has approved Title 8: Commerce and Trade, Title 29: Liquor, and Title 38: Revenue and Taxation to provide policy and framework for economic development needs. Tribal fishery issues are overseen by a Tribal Fish Commission a five-member body elected by the General Council. Tribal Council also appoints tribal members to the Medicine Creek Enterprise Committee (MCEC) which oversees management of many of the Nisqually Tribal businesses including the Red Wind Casino, and Nisqually Markets convenience stores.

#### **d. Tribal Administration**

The Tribe's administrative functions are overseen by a Chief Executive Officer (CEO) who works directly under, and receives policy direction from, the Tribal Council. The CEO in turn oversees two tribal administrators, and the Human Resources Department. The tribal administrators oversee the Division Heads and program managers working within each program area. The Tribe's organization structure and management systems provide for strict separation of policy-making and management functions, and provides for clear lines of authority within the organization. The tribal organization and administration have seen tremendous growth.

The Tribal economic development planning function is located within the Planning Department and works closely with the Tribe's land acquisition and management team.

#### **e. Reservation Location**

The Nisqually Reservation is approximately 5,000 acres in size, and is located 15 miles east of Olympia, Washington, on the Nisqually River. The Tribe never ceded that portion of the reservation located north and east of the Nisqually River (3,300 acres), which is under control of Joint Base Lewis McChord and serves as an artillery impact area. The remaining portion of the reservation west and south of the Nisqually River (1,700 acres), is in a combination of tribal government ownership (450 acres), private Indian Allotments (800 acres), or held by non-Indian owners (450 acres).

#### **f. Nisqually Indian Tribe Community Vision Plan**

The Nisqually Indian Tribe Community Vision Plan is a twenty-year strategic plan (2013-2033) updating the original 1995 community vision plan. The plan is a Tribal Council initiative based on the desire of the General Council to assess progress and guide direction with a community-based tool for planning and development – "Learn from the past, look to the future," is the plan's motto.

The Community Vision Plan is the Tribe's overarching planning document and sets the vision and values for other planning documents including the CEDS.





### **g. Vision Statement – Nisqually Indian Tribe**

Squalli-absch People of the Grass Country, People of the River, Nisqually Indian Tribe, we are strong, proud, resilient, and sovereign. We are connected to the past as we look to the future with optimism and confidence. We draw strength from Taqwuma our sacred mountain, our sacred river, and the natural world for sustenance. We exercise our inherent rights to provide opportunities for our people, ensuring a safe, healthy, and happy place for all. We protect and conserve our natural resources and defend our treaty rights secured by our ancestors. Our economic base sustainably supports our tribal members and surrounding communities. Our elders pass on their wisdom and traditional ways to our youth. Our people work together to help each other thrive, perpetuating our home and culture now and for the next seven generations.

#### ***Principles***

- **Equity/Fairness.** Actively including everyone, openly communicating all relevant information, patience, compassion, caring for people, listening to people, empowering people, treating everyone respectfully, togetherness, and reliable, accountable support systems.
- **Prosperity.** Successfulness, richness, wellness, good fortune.
- **Wellness.** A conscious, self-directed and evolving process of achieving our full potential that is positive and affirming. A multi-dimensional, holistic, encompassing lifestyle of mental and spiritual, well-being. A healthy sustainable environment.
- **Culture.** Our Nisqually way of life is a set of traditions, a way of knowing that is transferred through activities, ceremonies, and formal and informal teachings. Returning to our cultural traditions strengthens our capacity to fight for treaty rights and self-govern.

#### ***Goals***

- **Sovereignty.** Continued assertion and teaching of tribal sovereignty and treaty rights.
- **Basic needs.** Meet the basic needs of tribal members and cultural revival (food, salmon, natural resources access, shelter, jobs, health, safety, housing, recreation, social services).
- **Happiness.** Increase the happiness of more tribal members (culture, work-life balance, life satisfaction, civic engagement, community, income).

- **Services.** Improve services for more people with clear service standards and preparation to make strategic investments (culturally-based, effective, efficient, collaborative, dynamic).
- **Planning.** Develop/update action plans in all areas of tribal government, coordinating with the Vision Plan to improve quality of life.
- **Communication.** Improve effectiveness of communication (internal and external).
- **Sustainability.** Plan and implement culturally appropriate design practices.

### **III. SUMMARY BACKGROUND**

#### **a. Land Acquisition Program**

Land Acquisition is the foundation of Nisqually economic development and diversification. The Nisqually Land Acquisition Program has been ongoing since the early 1970's when the Tribal government owned one acre of land (a portion of the tribal cemetery.) Since that time, the Tribe has successfully acquired 1,603 acres on-reservation, and another 2,966 acres off-reservation. Land acquisition has made tribal housing, government, services, and economy possible

The program has since its inception maintained strategic goals that have supported virtually every aspect of tribal development. These include:

1. Reacquire on-reservation lands alienated through sale to non-Indians.
2. Consolidate on-reservation allotted interest through allotted acquisitions where appropriate.
3. Facilitate tribal facility and infrastructure development through acquisition of on and near reservation parcels suitable for community development.
4. Support development of tribal housing for the membership through acquisition of housing sites on and near the reservation.
5. Promote economic opportunities through acquisition of commercial properties on the Highway 510 corridor passing through the reservation.
6. Support diversification of the tribal economic base through off reservation acquisitions for retail and related purposes.
7. Support development of strategic partnerships with other jurisdictions and partners through joint acquisition or exchanges that further tribal economic, environmental or social interests.
8. Protect tribal natural resources and treaty rights through acquisition of resource parcels within the watershed and marine areas.
9. Protect important tribal cultural and historical sites through selective acquisition of these properties.

The tools used to achieve these goals include investment of tribal funds, outside grants, partnerships with select government and private partners, and consolidation of allotted interests where appropriate. Over the past 40 years, the tribe has successfully established a regional presence, with property acquisitions and program initiatives throughout the Tribe's homeland in the Thurston/Pierce County area. Tribal priorities change and evolve as progress is made in

meeting community needs. The land program will change and evolve in meeting those needs.

### Current Land Holding Summary By General Use



#### **b. Economic Development**

Nisqually Tribal economic development efforts began in the mid-1980's with purchase of two properties across the road from the tribal center. This 16 acres site was purchased through a BIA direct loan, and was used to start the Tribe's gaming efforts. This parcel was put into trust in 1987, with the first gaming operation (bingo) started in 1991. The other property, the Walker property, was also purchased through a BIA direct loan, and is now the location for a Rez Mart, natural resource use, Elders Center and Childcare Center, elder housing area, and the Education Center.

In 2009, the Tribe started a Retail Initiative to develop off reservation retail sites within the tribal service area of Thurston and Pierce counties. The Tribe is signatory to tobacco and gasoline compacts with the State of Washington that enable the Tribe to collect a tribal tobacco tax and tribal gas tax in lieu of a state taxes for tribal tobacco and gasoline sales on tribal trust land. For years, the Tribe's economic development focus has been near the reservation. Expansion in this on-reservation area is limited due to the presence of military properties on three sides of the reservation.

This retail strategy was supported by a change in the Bureau of Indian Affairs' fee to trust policy. This new policy, initiated in 2009, has delegated authority for off-reservation non adjacent acquisitions to the Area Director, Northwest Regional Office. This change has reversed 35 years of BIA fee to trust policy, and opened a window of opportunity for the Tribe to secure an off-reservation trust land base for retail development, especially gasoline and tobacco sales. The Tribe has since established several on/off reservation retail sites.

The tribe has also established economic development boards with the purpose of overseeing business activities. Currently, the Medicine Creek Enterprise Corporation oversees many of the Nisqually business activities including gaming, gasoline, and tobacco ventures. Additional business activities they oversee are the Nisqually Construction Company, Nisqually Communications, and Nisqually Post and Print.

The Tribe has started a Tourism Initiative to enhance the preservation and revitalization of Nisqually lands & waters, and traditions & culture. The Tourism Initiative includes a goal to



create a 'tourism economy' which will provide employment and other economic incentives for community members to share our culture, language and traditions. We are developing a Nisqually Heritage Plan as part of this initiative. The Heritage Plan calls for a series of interpretive facilities and parks along the Nisqually River, from Mt. Rainier to Puget Sound, that provide a rich visitor experience with the history and culture of the Nisqually people. An important part of the heritage plan is to create income opportunities/ expand markets for tribal artists in developing monuments, memorials, and sculptural installations in interpretive facilities and public lands. Another component is to expand the capacity of tribal artists to market and sell their work on a more sustainable basis. The ability to develop apprenticeship and learning opportunities for tribal artists in traditional and non-traditional media is needed for the Nisqually Community. Nisqually Tribe wants to create opportunities for tribal interpreters and guides to offer custom tours and experiences throughout Nisqually homelands. One of the first projects in this initiative is to develop a custom web-based Nisqually heritage audio tour for visitors.

### **c. Infrastructure Assets Related to Economic Development**

Community Infrastructure is the basic physical structures and organizational entities needed to sustain the operation of a community. The community infrastructure at Nisqually Indian Tribe currently includes roads, water supply, wastewater, telecommunication, and energy.

#### ***Transportation***

The Nisqually Community is adjacent to WA Highway 510, a two lane highway that connects Lacey and Yelm. This is the primary route for commuters coming to and from Yelm, and provides access to Nisqually Red Wind Casino. Reservation Road is Thurston County road that connects the Nisqually Valley to the Reservation. The Tribe maintains the internal road network on the Reservation including Peter Kalama Drive, and Billy Frank Jr. Boulevard. The Tribe maintains these roads with funding from the BIA Reservation Roads program and with gas tax revenues.

In recent years Nisqually Indian Tribe has relocated a key stoplight on the Nisqually Reservation to provide optimal access for Nisqually economic development. The Tribe has also built a new frontage road, Billy Frank Jr. Boulevard, which provides safer community transportation away from Highway 510. The most recent transportation construction on the reservation is the road network serving the new Tribal Housing site and Health Clinic on Journey Road.

#### ***Housing***

Tribal housing is an economic foundation for the community. It also creates education and training opportunities and jobs for Tribal members. The Nisqually Housing Authority manages hundreds of rental units on the Nisqually Reservation. One of the largest housing projects in recent times has been the building of a 20-unit apartment complex in 2020, which has been a need for the Nisqually Community for many years. In 2014 the Nisqually Housing Department began building houses for the Nisqually Community as a workforce development program. This program has created full time carpentry jobs for 5 tribal and community members, and has completed 5 houses with an additional 2 under construction now. The last two houses were 2-story homes expanding the capability of the program.

The Nisqually Housing Authority is still in need of additional housing. Currently there are over 100 applicants on the waiting list for homes on the Nisqually Reservation.

### ***Telecommunications***

The Nisqually Indian Tribe has been able to provide telephone service, and internet connection to all communities within the Nisqually Reservation. The Tribe is currently working with Nisqually Communications, a wholly owned tribal subsidiary, to extend broadband communications service on an Optical Access Network throughout underserved areas of Thurston County and to off-reservation tribal homes, services and businesses.

### ***Water***

The reservation community is served by two water systems and five wells. The North Reservation (Cuyamaca) system serves 60 homes, the Tribal Adult Wellness Center, and the planned new community church. The system is at capacity with these facilities and planning is needed to determine how to expand capacity for growth.

The South Reservation (approximately 70 homes, Tribal government facilities, Nisqually Market, and Nisqually Red Wind Casino) is served by three wells and an interconnected storage and distribution system.

In 2005, the Tribe entered into an agreement with the City of Olympia that secured a long-term Tribal water right at the McAllister Wellfield just off the reservation. Connecting to this wellfield is a long-term project that will require significant investment.

### ***Wastewater***

The south reservation is served by a membrane bioreactor water recovery plant built in 2016. This system currently serves the Tribal government facilities, Nisqually Markets and Nisqually Red Wind Casino, and the Muck Creek neighborhood. The Tribe is planning to extend service to Nisqually Drive and Muck Sut Wei neighborhoods.

The north reservation (60 homes, Adult Wellness Center, and future Community Church) is all on septic. In the long term this may present a challenge to water quality since this area is served by community wells. It may be less expensive to build a modular wastewater plant for this area of the reservation than to extend service from the south reservation plant.

#### d. SOCIOECONOMIC CONTEXT

### Nisqually Reservation Demographic Context

The Tribe has been able to take advantage of this economic growth and has been successfully establishing its enterprise base. The prosperity of the Nisqually economic ventures have been able to fund the growth of the Nisqually Indian Tribe government and administration. Tribal members have many opportunities to work for the Nisqually Indian Tribe in tribal government, or in the business ventures. The Nisqually Indian Tribe has been able to diversify the tribal economic base into different sectors. The ability to have a more diversified economic base has enabled the reservation to be more resistant to fluctuations in the regional economy, or in federal funding levels for tribal programs. The table below shows detailed information about the Nisqually Reservation.

Population by Age, 2019	Value	Pct. of Total	US	Pct. of Total
Total	631	100%	324,697,795	100%
Preschool (0 to 4)	34	5.40%	19,767,670	6.10%
School Age (5 to 17)	143	22.70%	53,661,722	16.50%
College Age (18 to 24)	47	7.40%	30,646,327	9.40%
Young Adult (25 to 44)	188	29.80%	86,009,246	26.50%
Adult (45 to 64)	131	20.80%	83,829,034	25.80%
Older Adult (65 plus)	88	13.90%	50,783,796	15.60%

Source: US Census Bureau, American Community Survey, latest 5-Year Estimates

Educational Attainment, 2019	Value	Pct. of Total	US	Pct. of Total
Total Population 25 and Older	407	100%	220,622,076	100%
Less Than 9th Grade	7	1.70%	11,284,290	5.10%
9th to 12th, No Diploma	72	17.70%	15,187,971	6.90%
High School Graduate (incl. equiv.)	115	28.30%	59,472,748	27.00%
Some College, No Degree	93	22.90%	45,044,698	20.40%
Associate Degree	48	11.80%	18,712,207	8.50%
Bachelor's Degree	53	13.00%	43,646,104	19.80%
Graduate or Professional Degree	19	4.70%	27,274,058	12.40%

Source: US Census Bureau, American Community Survey, latest 5-Year Estimates

Households, 2019	Value	Pct. of Total	US Households	Pct. of Total
Total Households	203	100%	120,756,048	100%
Family Households	165	81.30%	79,114,031	65.50%
Married with Children	24	11.80%	22,736,641	18.80%
Married without Children	57	28.10%	35,462,130	29.40%
Single Parents	36	17.70%	10,592,224	8.80%
Other	48	23.60%	10,323,036	8.50%
Non-family Households	38	18.70%	41,642,017	34.50%
Living Alone	32	15.80%	33,649,597	27.90%

\*Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates

**Nisqually Reservation Employment/Income Data  
(Information from 2015-2019 American Community 5 Year Estimates)**

Employment Status	Estimate	ACS Margin of Error
Population 16 years and over	471	( +/-114)
In labor force	256	( +/-69)
Civilian labor force	256	( +/-69)
Employed	224	( +/-62)
Unemployed	32	( +/-18)
Armed Forces	0	( +/-12)
Not in labor force	215	( +/-59)
Civilian labor force	256	( +/-69)
Unemployment Rate	12.5%	( +/-6.0%)

Occupation	Estimate	ACS Margin of Error
Civilian employed population 16 years and over	224	( +/-62)
Management, business, science, and arts occupations	79	( +/-33)
Service occupations	45	( +/-22)
Sales and office occupations	42	( +/-22)
Natural resources, construction, and maintenance occupations	26	( +/-14)
Production, transportation, and material moving occupations	32	( +/-17)

Industry	Estimate	ACS Margin of Error
Civilian employed population 16 years and over	224	( +/-62)
Agriculture, forestry, fishing and hunting, and mining	3	( +/-4)
Construction	19	( +/-14)
Manufacturing	8	( +/-7)
Wholesale trade	0	( +/-12)
Retail trade	7	( +/-10)
Transportation and warehousing, and utilities	17	( +/-11)
Information	0	( +/-12)
Finance and insurance, and real estate and rental and leasing	6	( +/-7)
Professional, scientific, and management, and administrative and waste management services	11	( +/-10)
Educational services, and health care and social assistance	20	( +/-10)
Arts, entertainment, and recreation, and accommodation and food services	17	( +/-12)
Other services, except public administration	6	( +/-6)
Public administration	110	( +/-46)

Income and Benefits (In 2019 inflation-adjusted dollars)	Estimate	ACS Margin of Error
Total households	203	( +/-56)
Less than \$10,000	17	( +/-10)
\$10,000 to \$14,999	4	( +/-5)
\$15,000 to \$24,999	18	( +/-11)
\$25,000 to \$34,999	10	( +/-11)
\$35,000 to \$49,999	39	( +/-23)
\$50,000 to \$74,999	28	( +/-16)
\$75,000 to \$99,999	23	( +/-15)
\$100,000 to \$149,999	48	( +/-17)
\$150,000 to \$199,999	9	( +/-9)
\$200,000 or more	7	( +/-7)
Median household income (dollars)	\$59,583	( +/-14,164)
Mean household income (dollars)	\$77,103	( +/-10,872)

Percentage of Families and People Whose Income in the Past 12 Months is Below the Poverty Level	Estimate	ACS Margin of Error
All families	15.8%	( +/-8.2%)
With related children of the householder under 18 years	20.8%	( +/-11.9%)
With related children of the householder under 5 years only	0.0%	( +/-67.2%)
Married couple families	0.0%	( +/-33.5%)
With related children of the householder under 18 years	0.0%	( +/-52.0%)
With related children of the householder under 5 years only	0.0%	( +/-100.0%)
Families with female householder, no spouse present	28.9%	( +/-19.4%)
With related children of the householder under 18 years	34.4%	( +/-24.9%)
With related children of the householder under 5 years only	0.0%	( +/-100.0%)
All people	19.3%	( +/-6.5%)
Under 18 years	25.4%	( +/-15.0%)
Related children of the householder under 18 years	25.4%	( +/-15.0%)
Related children of the householder under 5 years	17.6%	( +/-18.5%)
Related children of the householder 5 to 17 years	27.3%	( +/-17.4%)
18 years and over	17.0%	( +/-5.3%)
65 years and over	11.4%	( +/-9.0%)
People in families	15.4%	( +/-7.2%)
Unrelated individuals 15 years and over	43.7%	( +/-13.2%)

### ***Thurston County/Pierce County Economic Outlook***

Thurston County is located on the west side of the Nisqually Reservation, and Pierce County is located east of the reservation. The economy of the Thurston County area has over the past 25 years shifted from a timber industry and state government-based economy to a more diversified economy with strong service and retail components, as well as continued state government growth. The local economy of both counties continues to be dependent upon government employment, and can be attributed to federal, state and local government jobs.

State Government is the largest employer in Thurston County, and Joint Base Lewis McChord is the largest employer in Pierce County. Both counties also rely heavily on local tribes with the Nisqually Indian Tribe, and Puyallup Tribe ranking high on the list for number of employees. Thurston/Pierce counties have been impacted by the COVID-19 pandemic, and have had noticeable bumps in unemployment rate. Both counties are still experiencing growth rate similar to the state of Washington as shown in the table below. The pandemic impact has been significant for trade, leisure, and hospitality industries. The local area is still navigating impacts from the COVID-19 pandemic.

	<b>Washington</b>	<b>Thurston County</b>	<b>Pierce County</b>
<b>Per Capita Income</b>	<b>\$64,758</b>	<b>\$52,828</b>	<b>\$53,572</b>
<b>Population</b>	<b>7,738,692</b>	<b>290,536</b>	<b>900,700</b>
<b>Growth Rate</b>	<b>13.85%</b>	<b>15.2%</b>	<b>13.26%</b>

### ***Thurston/Pierce Regional Data***

The Nisqually Indian Tribe Administration and Economic Development organizations are involved in nearly all of the Top 10 Industries shown below for our region. The ability for the Nisqually Indian Tribe organization is resilient in part due to its ability to cover so many industries, and the ability to align with regional economic needs.

#### **Top 10 Industries Thurston/ Pierce County**

<b>Industry Cluster</b>	<b>Employment</b>	<b>Average Wage</b>
Local Health Services	62,905	\$66,393
Government	43,983	\$77,271
Local Real Estate, Construction, and Development	41,717	\$60,582
Local Hospitality Establishments	39,617	\$22,071
Local Education and Training	30,166	\$47,702
Local Commercial Services	27,296	\$49,425
Local Community and Civic Organizations	18,511	\$30,313
Distribution and Electronic Commerce	18,362	\$65,217



#### **IV. COMMUNITY RESILIENCY**

The Tribe is no stranger to crisis. The Nisqually community has survived plagues, being dispossessed from their land, living as refugees, and loss of ancestral livelihood and still remains a vital and growing community. The Nisqually commitment to the health and wellness of every community member is a result of this history.

The Tribe's Emergency Management Program is our first line response to community stresses. This program maintains an active emergency response to support the community during floods, fires, earthquake, loss of power, and other extremes.

The COVID-19 Pandemic has been a real-time stress test for community resiliency all over the world. The Nisqually Indian Tribe has responded with a number of measures to protect community health while maintaining critical governmental and economic operations.

Nisqually COVID-19 Response Measures have included:

1. Creating the position for a Public Health Officer who monitors risk factors and recommends adaptation measures to Tribal Council.
2. Training for all enterprise employees on COVID-19 safety for employees and customers
3. Developing different levels of government and enterprise operations to meet community needs while protecting community health
4. Offering COVID-19 Vaccine Clinics to Membership and Community
5. Limiting Access to Reservation to Reduce Transmission
6. Requiring Mask Mandates in tribal government and enterprises
7. Creation of COVID-19 recovery cabins available for tribal members to convalesce in and avoid inter-household CV transmission
8. Adaptive measures to provide low-risk community services including direct-to-home delivery of garden produce boxes; virtual youth support groups; and holding community events on a "drive through" basis.

## **V. Economic Development SWOT ANALYSIS**

This assessment examines the strengths and weaknesses internal to the Nisqually Indian Tribe that are relevant to its economic sovereignty, the external opportunities that the Nisqually Indian Tribe might take advantage of, and the external threats to the tribal economy that may arise from developments over which it may have little or no control. Combined, these areas are considerations that should be incorporated when developing the strategies that the Nisqually Indian Tribe pursues in achieving its goals. This process is crucial for identifying potential impacts to the tribes and how the Nisqually Indian Tribe can practice resiliency.

### **a. Strengths**

1. Significant land holdings both on and off the reservation with opportunities for residential, commercial, and industrial development as well as for recreation, natural resource protection, and traditional uses
2. Portfolio of the Nisqually Indian Tribe enterprises that generate revenue, provide employment opportunities, and preserve and promote the culture of the Nisqually Indian Tribe
3. Positive relationships with federal and state funding partners and strong network of state and regional economic development partnerships
4. Sovereign status provides competitive advantage regarding taxation and land use planning. Tobacco and gas tax compacts with Washington State provide a steady revenue source for essential governmental services
5. Favorable location close to interstate freeways and highways – centrally located to major cities in the Pacific Northwest. Pierce and Thurston counties are in the top 5 for population and revenue in the state
6. Extensive network for distributing charitable donations to surrounding community, and local government organizations
7. Experienced economic development board, and planning and economic development department
8. Nisqually Red Wind Casino (established revenue and employment source for tribal government)
9. Entrepreneurial tribal membership culture (firework sales, art, geoduck diving)
10. C-store/ gas station enterprises provide both revenue and employment
11. Government willingness/ ability to try new enterprises and let go of those that don't work (such as She-Nah-Num Seafood, Nisqually Marine Ventures)
12. Ecological integrity of Nisqually River compared to other Puget Sound rivers
13. Pride in history/ heritage of Fish Wars
14. Infrastructure including wastewater treatment plant, broadband network
15. Strong weaving tradition
16. Successful and ongoing land acquisition program
17. Water agreement with City of Olympia secures Tribal water access into the future
18. Community garden successfully providing community with healthy fresh, and sovereign food
19. Secure fishing rights through US v. WA Boldt Decision

## **b. Weaknesses**

1. Government reliance on single revenue source (Nisqually Red Wind Casino) which is vulnerable to state and federal policy changes
2. Tribal owned land for government operations & Tribal member housing is very limited. The Tribe is continually acquiring land off-reservation, but it typically is better suited for conservation and cultural use than for development
3. History of regular changes in Tribal leadership and direction at the Council level can impair continuity of long-term economic investment projects
4. Economic leakage of Nisqually dollars to nearby communities due to lack of on-reservation enterprises to circulate funds
5. Small size of Nisqually community means it is difficult to reach economies of scale for enterprise creation within the community
6. Tribal fish hatcheries are crucial for survival of Nisqually Chinook and continuation of subsistence fishery economy, but they are 40+ years old now and need to be updated/ replaced
7. Substantial number of youth ages 18-24 are not either working or going to college, and can find it difficult to get started in the workforce later on
8. At this time the Tribe does not have a climate change adaptation strategy in place
9. Lack of access to high traffic roadways for economic opportunities
10. BPA Powerlines limiting available land for economic opportunities

## **c. Opportunities**

1. Commercial land development opportunity on Tribal land at Hawk's Prairie
2. New tribal gas stores and convenience stores would create jobs and revenue within Nisqually territory
3. Rare opportunity to secure additional land for expansion on reservation with removal of BPA powerlines and potential land swap with Joint Base Lewis McChord
4. Continual evaluation and creation of profitable new tribal enterprises for revenue diversification. Improve working relationship between government and enterprises for planning.
5. Planned new broadband enterprise is an opportunity to provide crucial infrastructure to off-reservation Tribal enterprises and generate revenue
6. Secure tribal water supply with completion of McAllister Wellfield connection project
7. Expand wastewater treatment facility to provide service to North Reservation
8. Create vocational training programs in multiple trades, expanding successful model of Tribal carpentry program
9. Create initiative to support Tribal members in expanding financial fluency and building intergenerational wealth through family investment strategies
10. Support tribal members in building and expanding businesses through creation of Nisqually Small Business program, and Artisan/Farmers Market opportunities
11. Create Tribal heritage and interpretation program to tell the Nisqually story throughout the homelands
12. Build on partnerships with Mt. Rainier National Park, Washington State Parks, Thurston County Parks and Nisqually Land Trust to tell the Tribe's story and expand Tribal presence in managing ancestral lands. Co-management of Nisqually State Park is a prime example of this opportunity

13. Nisqually Community Forest is an opportunity for revenue, employment and sustainable land management
14. Nisqually has a strong history of tribal archives through Tribal Archivist Cecilia Svinth Carpenter, and there is an opportunity to build a new tribal archives center and program for future generations
15. Medically Assisted Treatment (MAT) program development is in progress
16. Strong public interest in Nisqually history and opportunity to create a Nisqually history museum, specifically with a focus on the retained Medicine Creek Treaty Rights and fish wars
17. Investment in low-carbon building construction and retrofits (solar panels) will create lower lifetime energy costs for buildings and future savings
18. Investment in low-carbon transportation (electric vehicles) will reduce operating costs and help meet climate goals
19. Create Artist “Maker Space”/ incubator to offer apprenticeships, tools and equipment to Nisqually artists working in many media (both traditional and modern art)
20. Northwest Indian College has a Nisqually Campus that could expand to serve more indigenous students from the entire South Sound region, bringing jobs and skills to the reservation and offering a powerful benefit to Nisqually students who can complete education while living and working on the Reservation

#### **d. Threats**

1. State or federal regulatory change that could negatively affect casino, gas station enterprises
2. Electric vehicles will be slowing gas sales in near future, reducing both gas sales and gas tax revenues. General tobacco sales have been declining 5% a year which reduce both sales and tobacco tax revenues. These are long term trends that we need to adapt to.
3. Ongoing trend of decline in Nisqually Chinook salmon survival (80% decline in last 20 years), due to complex water quality factors that the Tribe has no control over, means that the traditional economic basis for the Tribe continues to be at risk.
4. The Tribe is vulnerable to impacts from climate change, like the rest of the world. At Nisqually, some foreseeable impacts include valley flooding with sea level rise; loss of glaciers on Mt. Rainier leading to more uneven river flows and increased flooding; increased risk from wildfires; increased energy costs for government and families alike; risk from supply chain interruptions; and food insecurity.
5. Society wide inequality and lack of affordable housing in the non-Tribal community creates a threat to degradation of tribal land from unregulated camping by unhoused neighbors.
6. Earthquake, volcanic events, and increasing severity of floods all present threats to Tribal homes, properties, and livelihoods. Specifically, the I-5 bridge over the Nisqually River is being undercut by the River, and could be subject to catastrophic failure. As the recent Amtrak crash that closed I-5 demonstrated, there are no good detour routes for this section of highway and bridge failure could cripple the regional economy, not just the Tribal economy.

## VI. STRATEGIC ACTION PLAN

### CEDS Strategies for Nisqually

**Economic Vision:** The Nisqually economy is diversified, strong and resilient. The Tribe operates a number of successful enterprises that generate income and employment opportunities for the Tribal membership. The Tribe is always considering new opportunities for investment and diversification. The Tribal government prioritizes investment in infrastructure for the long-term health of the community. The government offers a robust program of workforce training and small business development for tribal members of all ages. Tribal members are able to support their families in a sustainable way that leaves plenty of time to engage in traditional cultural activities. The Tribal community is, as it always has been, flexible and resilient in adapting to changing economic and environmental conditions.

#### A. Infrastructure

**Goal: The Nisqually Indian Tribe has all of the basics (water, wastewater, roads, power, and high-speed communications) that community households, businesses, and government need to flourish.**

Project Name	Description & objectives	Timeframe	Cost Estimate	Evaluation metrics
Water System Improvements	<ul style="list-style-type: none"> <li>A. Improve Cuyamaca community water system for fire flow response and continued North Reservation growth.</li> <li>B. Connect Reservation water system to dedicated well at the McAllister Wellfield, securing community water needs for the next 100 years.</li> </ul>	5 years	15 million	Water quality reports and fire flow capacity meets standards
Wastewater	<ul style="list-style-type: none"> <li>A. Complete engineering and expansion of waste water system components to accommodate projected growth in housing facilities and enterprises on the South Reservation.</li> <li>B. Develop plan and funding mechanism for North Reservation wastewater service to maintain water quality.</li> </ul>	3-5 years	TBD	System capacity exceeds community need; measured and reported annually
Energy	<ul style="list-style-type: none"> <li>A. Adopt Tribal energy code.</li> <li>B. Retrofit community facilities, housing, and government with renewable energy sources.</li> <li>C. Start with solar energy assessment &amp; plan.</li> </ul>	5-10 years.	TBD	Complete initial assessment by 2023.

Communications	Ensure that the Nisqually Tribal community and Tribal enterprises have the most functional internet connectivity feasible for ongoing business operations, workforce development, and government services a. South County b. Nisqually Valley & Marvin Road	5-10 years	30 million for full build out	# of community members, households and businesses connected and served
Reservation Roads	Continue to maintain and improve Reservation road system in partnership with WSDOT and Thurston County. See Nisqually Tribe Indian Reservation Road System Plan for specific projects, costs, and evaluation metrics.	See the Nisqually Tribe Indian Reservation Road System Plan for specific information		
I-5 Bridge project	Advocate for replacement of I-5 bridge over the Nisqually river for long term riparian restoration and earthquake resiliency. The current bridges are at risk from the Nisqually River. Failure would have a catastrophic effect on the South Puget Sound economy as there is no effective alternate route.	20 years	\$4 billion +/-	Completion of preliminary analysis for project and formation of project advocacy team with regional partners is the first step.
Reservation trails	Update the 1998 Reservation Trail plan for bicycle and pedestrian connectivity into regional trail network; and for cultural trailside interpretive opportunities.	10 years	TBD	Completion of trail plan in 2023 and identification of projects, priorities and budgets.
Nisqually branding for highway interpretive sites	Install Nisqually artwork and/or historical and cultural interpretive exhibits in each roundabout and highway wayside on the reservation and within the tribe's ancestral homelands	5-10 years	TBD	Begin with existing Reservation roundabouts through WSDOT partnership



## B. Community Facilities and Programs

**Goal: The Tribe is able to meet the needs of the growing Nisqually community with quality facilities for education, cultural practices, and healing.**

Project Name	Description	Timeframe	Cost Estimate	Evaluation metrics
Kalama Creek Hatchery Renovation	Kalama Creek Hatchery, built in 1978, is nearing the end of its functional life. This hatchery is critical to the continued tribal subsistence and commercial fishing economy. We propose a complete renovation of this hatchery to extend its life for another 40 years.	2022-2024	\$11 million for complete project (2 phases)	Infrastructure supporting Subsistence and Commercial Fishing Economy
Clear Creek Hatchery Renovation	Develop plan for cooperative updates of aged hatchery in partnership with JBLM.	TBD	TBD	TBD
Education Campus / Northwest Indian College Campus Expansion	The Nisqually campus of the Northwest Indian College is small and should be expanded over time to potentially offer lab facilities for science classes.  Feasibility planning and site selection for these two facilities is the first step.	5 years to plan 20 years to implement	TBD	Completion of site assessment and expansion feasibility study for each facility.
Culture Center	In 2021, the Tribe completed an initial concept plan for expansion of the Tribal culture center at swedadeb.  This is a multi-year, phased plan that will transform an old farm site into a Coast Salish showcase complete with teaching and learning facilities and gift shop.	10 years	\$20 million	Initial step: Complete fee to trust transfer by 2023.
Assisted Living Facility	Complete community needs assessment and feasibility plan	4 years	TBD	Initial feasibility plan
Cemetery & Church Master Plan	Develop master plan for the Tribal cemetery site and design non-denominational tribal church. This project is currently underway and should be completed in the next 2 years.	2023	\$ 4 million	Complete construction drawings;

				complete construction; grand opening in 2023-2024.
Tribal Administration Facility Upgrades	The Tribal government and community services continue to grow, requiring regular investments and upgrades to meet community needs. Priority projects for 2022 include Natural Resources and Maintenance facilities.	TBD	TBD	Complete NIT capital facility plan
Fitness Center	Update 2020 Fitness Facility plan to meet current community fitness needs.	TBD	TBD	Continue with plan developed for Fitness Center Master Plan
Youth Center	Complete concept and development plan for new tribal youth center.	TBD	TBD	TBD
Brighton Creek Healing Retreat	Complete renovation and improvement (facilities, infrastructure, roads, access, parking, RV compound) to Brighton Creek compound to serve as a healing and retreat center for the tribe.	2022	\$500,000 +/-	Complete master plan for property to guide investments.
Cispus Learning Center	Develop partnership with Cispus Learning Center to support ongoing Tribal cultural activities at the center.	TBD	TBD	TBD
YMCA Mineral Lake Project	Develop formal partnership, programming, and facilities plan for joint venture with YMCA at Mineral Lake.	TBD	TBD	TBD
Medicine Springs healing and gathering space	Develop long-term plan for restoration and maintenance of site as community gathering and healing space, possible environmental education facility. First step is a site master plan. A. Develop facility management plan for pumphouse B. Long term fishery management plan C. Create shelter for community gathering space D. Complete infrastructure connections for facilities E. Other projects as determined by the community	20 years	TBD	Site master plan is first step, complete by 2023-2024.

Medicine Creek Treaty Rights & Fish Wars/ Nisqually Museum	Assign project development team to develop vision, audience, and goals for project.	5 years to plan	TBD	Council adoption as priority and assignment of project team
Fire Station/EMT Program	Develop feasibility plan for a Fire Station and EMT Program.	TBD	TBD	Completion of initial feasibility plan.
Tribal Language Program	Continual investment in protecting and teaching Nisqually language.	TBD	TBD	Ongoing

### C. Revenue Diversification

**Goal: Continue to create tribal enterprises for long-term economic diversification, revenue, and jobs for the Tribal community**

Project Name	Description	Timeframe	Cost Estimate if available	Evaluation metrics
Roundabout Retail	Develop retail complex at roundabouts to include convenience store and other retail space.	2023	Self-funded	Completion of project on time and on budget.
Gas Station Expansion	Continue to identify, acquire and develop sites for gas station/ convenience store expansion.	Ongoing	Self-funded	
Community Grocery Store	Develop a community grocery store	Ongoing	Self-funded	
Hawk's Prairie Quiemuth Village	Complete master planning, market assessment, funding/financing plan, fee to trust to prepare for long term commercial and related development at 200+ acre Hawk's Prairie commercial site.	Ongoing	Self-funded	

Medicine River Ranch Expansion	Expand the program and infrastructure to increase capacity for equestrian arena, education, events, and services	2022-2023	TBD	# of participants
New enterprise development	A. Continue to build capacity of enterprise development team by attracting & retaining top technical and managerial talent to acquire & develop new enterprises to support tribal revenue earnings goals. B. Explore federal contracting opportunities at JBLM and other partner agencies.	Ongoing	Self-funded	

#### D. Artisan Tourism Economy

**Goal: Develop a Nisqually artisan tourism sector of the economy that provides employment and revenue to Nisqually people, tells the public the Nisqually story, and continually supports tribal members in developing their artistic abilities.**

Project Name	Description	Timeframe	Cost Estimate if available	Evaluation Metrics
A. Nisqually State Park	Co-manage 1300-acre park in partnership with Washington State Parks. Create jobs for tribal members in land management and interpretation. Create the premier tourist attraction for visitors on the way to Mt. Rainier Paradise.  Build and operate Nisqually Interpretive Center at State Park.	2022-2030	Phase 1: \$400,000 +/-  Phase 2: TBD  Phase 3: TBD	Nisqually State Park opens in 2023 with a strong Nisqually art presence. Each phase of the park includes Nisqually Coast Salish art and design features.
B. Nisqually Heritage Tourism Plan	In 2017, the Tribe completed an initial tourism plan that identified significant demand for authentic cultural tourism experiences. Continue to implement and update this plan by developing interpretive and facility plans for	Ongoing	TBD	Adoption of Nisqually Valley Heritage Plan to guide investment

	<p>important sites and attractions within the Nisqually homeland.</p> <ul style="list-style-type: none"> <li>A. Nisqually Valley Heritage Tourism Plan- completed 2022</li> <li>B. Sequelitchew Interpretive Plan- future</li> <li>C. Nisqually tourism facility plan – future</li> <li>D. Mt. Rainier Coast Salish interpretive plan for Longmire Museum- future</li> </ul>			
C. Nisqually Arts District	Develop cluster of artist maker facilities, e-commerce, and retail outlets on and off the Reservation as both services to Nisqually artists and visitor attractions.	2023-2030	TBD	First step is develop vision and master plan for this district.
D. Interpretive Gateways for Heritage Tourism	Develop Interpretive Gateways at appropriate sites on and near the reservation.	TBD	TBD	Complete facility and programming plan.

### E. Small Business Development, Access to Capital, and Community Asset Building

**Goal: Just as the Tribal government is building an asset base and saving for the future, Tribal families and small businesses should be able to do the same.**

Project Name	Description	Timeframe	Cost Estimate if available	Evaluation Metrics
Asset Building Community Needs Assessment and Plan	<p>Community survey and needs assessment to guide desired services: personal financial skills; banking; asset building; starting a native small business; marketing; business planning; etc.</p> <p>This will guide the direction of this new tribal program, which could include elements such as a loan fund, small business program, matched savings program for homeownership or business startup, etc.</p>	3 years	TBD	Completion of assessment by end of 2023

Revolving Loan Fund/ CDFI	Complete feasibility plan for creation of new Revolving Loan Fund and/or Community Development Financial Institution (CDFI)	3 years	TBD	Complete feasibility
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## F. Resiliency/ Planning for the Future/ Tribal Land Sovereignty

**Goal: The Tribe is always restoring the land and waters of the ancestral homelands for long term sustainability and survival.**

Project Name	Description	Timeframe	Cost Estimate if available	Evaluation Metrics
Community garden and food security program	Implement the 2018 Nisqually Food Sovereignty Plan to ensure that the Tribe is continuing to invest in agricultural capacity to support the long-term health and safety needs of the community. Preservation of traditional foods from the lands of the Nisqually People is important.  Continue to expand the Tribe’s agricultural output for long term community food security.	Ongoing	TBD	
Land conservation for long term ecological health and cultural survival	Continue the Tribe’s land acquisition program to purchase and protect Nisqually river shoreline, forest lands, agricultural lands.  Long term goal of securing 50% of the Nisqually River watershed in protected status for ecological health of watershed and cultural survival.	Ongoing	TBD	
Reservation land base	The Tribe is close to completely building out the available Reservation land base.  Continue to identify and pursue options for expanding the reservation land base to provide housing and community services.	\$11 million for BPA project  Ongoing land	Annual report to membership on land acquisition progress	



	<p>The immediate option is to complete the Bonneville Power Line relocation project at an estimated cost of \$11 million.</p> <p>Continue to pursue opportunities for acquiring allotment properties.</p>	acquisition fund		
Off Reservation Land Acquisition	Continue to assess off reservation properties for land acquisition program to acquire lands for economic development purposes	TBD	TBD	TBD
Nisqually Community Forest	Acquire, preserve, and manage forestland for revenue and habitat protection and restoration goals. Plan for future employment opportunities for tribal members	Ongoing	TBD	
Co-manage properties important in Nisqually history & culture	<ul style="list-style-type: none"> <li>A. Establish co-management with Washington State Parks for Nisqually State Park; with Mt. Rainier National Park; with Nisqually Land Trust; and with Billy Frank Jr. Nisqually National Wildlife Refuge.</li> <li>B. Develop the Tribal Land Steward crew into a protective, restorative land management crew with professional level technical skills combined with traditional cultural values.</li> <li>C. Develop Medicine Creek Treaty Monument and interpretive kiosk at the Billy Frank Jr. Nisqually National Wildlife Refuge.</li> <li>D. Pursue options for the Tom Brown Property for restoration purposes, or other future tribal community opportunities</li> </ul>	2022-2032	<ul style="list-style-type: none"> <li>2. Billy Frank Jr. Nisqually National Wildlife Refuge Monument Plan</li> <li>3. Mt. Rainier National Park MOA</li> </ul>	

## G. Workforce Development

**Goals: Every tribal and community member has a range of employment and career choices without leaving the reservation. Tribal workforce programs offer hands-on vocational education and training in high demand careers.**

Project Name	Description	Timeframe	Cost Estimate if available	Evaluation metrics
Vocational Training Center	Establish apprenticeship programs in carpentry and electrical with retrofit of current facilities.  Future phases will include other trades such as HVAC, culinary arts/ restaurant industry depending on community interest.	Initial phase will start 2022	TBD	# of community members graduating programs
Artist Maker Space	Offer specialized equipment to Nisqually and community artists.  First phase is currently being developed in partnership with American Indian Art Institute foundry program. Could use a business plan for the entire project.	2022 initial phase	TBD	Develop business plan for Maker Space.
Professional Development & Training Assessment	Needs-based community assessment to determine areas of greatest interest and guide vocational training expansion. Workforce Development is a newly established tribal program that is creating its foundational assessment and planning in 2022.	2022	TBD	

## **VII. EVALUATION FRAMEWORK**

This is an emerging area of focus for us. In the past, the economic development workload was so tremendous and staffing stretched so thin that we did not focus on evaluation. Going forward, we need to build our data collection and assessment capacity as part of ongoing improvement in our economic development service to the community.

Evaluation elements:

1. Assign a staff team responsible for implementing and maintaining the Nisqually Comprehensive Economic Development Strategy on a regular basis (every 3-5 years instead of every 20 years.)
2. Review and assess current economic development data sources and develop goals for improved data collection and monitoring. For example, our tribal member employment data is collected in various formats by different tribal departments.
3. Review progress (goals, key initiatives) on a regular basis and report back to the community. Once we can hold public meetings again, develop a robust community input component to this process.
4. Update the Nisqually Tribe Initiative Checklists annually.
5. Update the Nisqually Community Development Priority Initiatives annually.
6. Evaluate and update the Nisqually Comprehensive Economic Development Strategy annually, or when needed.

## Appendix 1. – Community Vision Plan Initiative Update

Since the Nisqually Vision plan was adopted in 2015, the Tribe has made significant progress on a number of priority projects identified in the plan. As part of updating the Nisqually CEDS, staff reviewed and updated the goals identified in the Community Vision Plan. The following table summarizes these accomplishments and identifies areas for continuing focus.

### Natural Resources Projects

	Complete	Progress	Incomplete
<ul style="list-style-type: none"> <li>Natural Resources Complex – Valley Office. <i>We're continuing up upgrade and improve this office complex to meet our natural resource staff needs.</i></li> </ul>		x	
<ul style="list-style-type: none"> <li>Acquisition of forest land, and Feasibility of Nisqually Forest.</li> </ul>		x	
<ul style="list-style-type: none"> <li>Community walk-in freezer facility for tribal members and community events.</li> </ul>			x
<ul style="list-style-type: none"> <li>Safe moorings and landings for the tribal fishing fleet and Canoe Journey participants.</li> </ul>			x
<ul style="list-style-type: none"> <li>Community fish processing facility. <i>We did establish a fish processing enterprise but it proved to not be cost effective.</i></li> </ul>			x
<ul style="list-style-type: none"> <li>Maintain, modernize and potentially expand the Tribe's hatchery facilities. <i>Underway with the Kalama Creek project.</i></li> </ul>		x	
<ul style="list-style-type: none"> <li>Gather resource science and management for the watershed and the region.</li> </ul>		x	
<ul style="list-style-type: none"> <li>Tribal purchase and management of timber land in the Nisqually watershed.</li> </ul>		x	
<ul style="list-style-type: none"> <li>Forest products processing facility.</li> </ul>			x

## Tribal Resources Projects

	Completed	Progress	Incomplete
• Cultural archives and sharing facilities (Tribal museum, art gallery).			X
• Traditional Long House with room for large and small gatherings and traditional ceremonies.	X		X
• Longhouse or non-denominational church for funeral services, memorials. Council has approved this project and design is starting now.		X	
• Cultural Resources Complex with lab, learning and sharing areas, storage for cultural belongings.			X
• Natural Resources Center	X		
• Public art throughout the reservation.		X	
• Cemetery expansion and enhancement.			X
• Suff-da-dub (sxda?deb) food and medicine garden expansion and enhancement. Acquisition of new property in valley for new garden headquarters.		X	
Library expansion.	X		
Tribal college expansion (Northwest Indian College). Tribal School expansion (high school grades 9-12). Childcare expansion.		X	
• Health Clinic expansion. Completed 2021	X		
• Wellness Center. Completed 2021	X		
• Treatment Center.		X	
• Women's Shelter.			X
• Transitional Living Center (after treatment care).		X	
• New Elders Center. Under construction		X	
• Eldercare facility (skilled nursing facility).	X		
• A variety of housing on new and existing properties.		X	
• Assisted Living Center for seniors, veterans, tribal/community members with disabilities.			X
• Transition home as a safe place for youth and families.			X
• Homes with green-built elements that optimize energy efficiency and health/indoor air quality.		X	
• Neighborhood picnic/recreation areas.		X	
• Track & Field.			X
• BMX (dirt bike) park.			X
• Aquatic Center (swimming pool).			X
• Skate parks (Upper/Lower Reservation).			X
• Neighborhood playgrounds, basketball courts.	X		
• Entertainment (arcade, bounce center, water park, bowling, movie theater, karaoke studio).			X
• Art and music (media/recording studio, music studio, art studio).			X
• Community Services Center as a "one-stop shop" for social service needs.	X		
• Transit program for youth for on and off reservation needs.	X		

## Community Resources Projects

	Complete	Progress	Incomplete
• Administration Building.	x		
• Gaming expansion.	x		
• Other gaming related improvements (hotel, convention center, events center).		x	
• Commercial development (Rez Mart, Nisqually Market, Lacey Gateway).		x	
• Natural resources-based development (Shellfish Farm, Marine Services, She-Nah-Num Seafood, etc).	x		
• Government contracting (WHH Nisqually Federal Services, etc)	x		
• 8a development, state minority business certification, HUB zone).	x		
• Industrial development (waste processing, distribution).			x
• Green businesses (native plant/tree nursery, eco-tourism).		x	
• Tribal member business incubator.			x
• Farmers Market (Lower Reservation).		x	
• Professional Services Center.		x	
• Post Office/ postal box enterprise	x		
• Communications Tower.	x		
• Radio/TV Station.			x
• Public Safety Complex.	x		
• Emergency Operations Center (Upper Reservation)			x
• Public Works facility (maintenance, lab, storage, cleaning, offices, classrooms).			x
• Multimedia facility (TV/radio stations, etc).			x
• Water systems (drinking water, waste water, gray/reuse water facilities and conveyance).		x	
• Solid waste system		x	
• Transportation system (Highway 510 frontage road, Highway 510 interchanges and roundabouts, Upper-Lower Reservation connector road, road maintenance and enhancements, motorized and non-motorized trails).	x		
• Sustainable landscaping		x	
• 2016 Canoe Journey hosting needs.	x		
• Public Safety Center (expanded jail, emergency response (medic), helicopter pad, and police headquarters, animal holding facility).	x		
• Fire Station, Law and Justice Center		x	