



Shoshone-Bannock Tribes

Comprehensive Economic Development Strategy (CEDS)

Public Review Draft, June 2017

Send us your comments, questions and concerns.

Public comment period: July 15 – August 15, 2017

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Resolution of Support from the Business Council

RESOLUTION

WHEREAS, as the Shoshone-Bannock Tribes seek to strengthen their sovereignty, expand their self-determination, more effectively manage their resources and better address the needs of their tribal members, there is an urgent need to obtain and provide accurate and comprehensive demographic and statistical data concerning tribal communities and the Fort Hall Indian Reservation and its five Districts in order to adequately address future policy and management decisions and planning efforts; and

WHEREAS, the data collected by external entities, including federal agencies, often inaccurately represent the needs of the Shoshone-Bannock Tribes and their members and this external collected data is often only made available to tribal governments in aggregated forms that restricts the ability to manage issues at community or District reservation levels or explore relationships within the data sets to address criteria of severe need or opportunity; and

WHEREAS, a vast amount of data is already collected by tribal departments and programs, although individual departments and programs are unable to access data collected by other departments and programs to inform their decision-making processes and improve management and planning efforts within their departments and programs; and

WHEREAS, the Tribes are also currently unable to fully utilize the existing data collected by their departments and programs because this data has not been compiled into a single data clearinghouse or data set; and

WHEREAS, the Shoshone-Bannock Tribes Planning Department (Planning Department) is working on a comprehensive effort to build an overarching data set/profile for the Tribes and use the data to enhance the tribal planning process; and

WHEREAS, Seven Sisters Community Development Group, LLC (Seven Sisters) and Big Water Consulting, LLC (Big Water) are providing training and technical assistance through the Department of Housing Urban Development's Office of Native American Programs (HUD ONAP) and National American Indian Housing Council (NATHC) pursuant to a request from the Planning Department for assistance with strategic planning, which will include a tribal housing needs assessment component; and

WHEREAS, Seven Sisters and Big Water facilitated a kick-off planning session for the strategic planning and needs assessment project on December 1-2, 2015. The session included 29 tribal participants representing 17 different tribal programs and departments; and

WHEREAS, as a result of the kick-off planning session, Seven Sisters and Big Water proposed a data integration effort which would pull together data from tribal and federal sources into a central data clearinghouse; and

WHEREAS, Seven Sisters and Big Water conducted a second site visit on March 1-3, 2016 during which they conducted a Indian Housing Block Grant (II-IBG) Formula training, a data integration session including interviews with 12 tribal departments, a meeting with the Elders and a two-hour convening with the Shoshone-Bannock Tribal Council. From this visit, these contractors and the Planning Department heard valuable feedback from individual programs and

**Resolution No. PLNG-2016-0763,
Dated 05/13/2016**

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WHEREAS, the Tribal Council is asking for a more comprehensive needs assessment that would better address the goals of the Tribes; and

WHEREAS, Seven Sisters and Big Water are conducting their work through HUD and NAIHC pursuant to an approved scope of work as agreed to by the Planning Department; and

WHEREAS, the Planning Department later hired Agnew::Beck Consulting to complete a Comprehensive Economic Development Strategies (CEDS) for the Tribes and this project will help complete the broader demographics, economic and statistical profile for the Tribes; and

WHEREAS, Seven Sisters/Big Water and Agnew::Beck will cooperate with each other and the Planning Department to complete their respective projects and advance the mission of the Planning Department and the Tribes in a coordinated and efficient manner; and

WHEREAS, as part of this cooperation, Seven Sisters and Big Water Consulting agreed to include relevant CEDS questions in the Tribes' household and comprehensive needs assessment survey; and

WHEREAS, the Planning Department's overarching goal is to develop a comprehensive tribal data profile and a single central tribal data clearinghouse (Clearinghouse); and

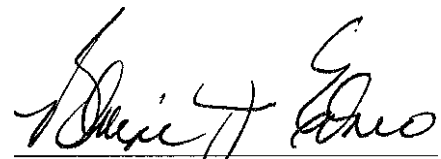
WHEREAS, a sustainable and permanent Clearinghouse maintained by the Tribes would contain data submitted from tribal departments and programs, as well as the results of the housing needs assessment, for the purpose of enabling all tribal departments and programs to access and make decisions based on the most complete set of updated information available;

NOW, THEREFORE BE IT RESOLVED BY THE BUSINESS COUNCIL OF THE SHOSHONE-BANNOCK TRIBES, that the Council supports the efforts of the Tribes' Planning Department, and its Strategic Planning and Needs Assessment Consultants (Seven Sisters and Big Water) and its CEDS Consultant (Agnew::Beck), to complete a Demographic, Economic and Statistical Profile for the Tribes and develop a single central Tribal data Clearinghouse for the Tribes; and

BE IT FURTHER RESOLVED, that all Tribal Departments are authorized and encouraged to work cooperatively with the Consultants and the Tribes' Planning Department to provide data that are not subject to the Tribes' privacy act for inclusion in the Clearinghouse, and to contribute other available resources, to the greatest extent feasible.

Authority for the foregoing resolution is found in the Indian Reorganization Act of June 18, 1934 (48 Stat, 984) as amended, and under Article VI, Section 1 (r) of the Constitution and Bylaws of the Shoshone-Bannock Tribes of the Fort Hall Reservation of Idaho.

Dated this 13th day of May 2016.

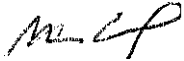


Blaine J. Edmo, Tribal Chairman
Fort Hall Business Council

S E A L

CERTIFICATION

I HEREBY CERTIFY, that the foregoing resolution was passed while a quorum of the Business Council was present by a vote of 4 in favor, 1 abstained (EDD), 1 absent ((LJT), and 1 not voting (BJE) on the date this bears.



Marcus Coby,
Tribal Secretary
Fort Hall Business Council

PLNG-2016-0763

Acknowledgements

This CEDS would not have been possible if not for the input and participation of many organizations, business, and individuals including the Shoshone-Bannock Tribal Business Council, the many partners of the CEDS Committee and numerous regional agencies. A special thanks goes to:

- **The Shoshone-Bannock Tribes Business Council**
- **Residents of the Fort Hall Indian Reservation including:**
 - Bannock Creek District
 - Fort Hall District
 - Gibson District
 - Lincoln Creek District
 - Ross Fork District
- **Shoshone-Bannock Tribes Departments and Programs including:**
 - 477 Human Services Department
 - Business License Department
 - Cultural Resources/Heritage Department
 - Enrollment Department
 - Finance Department
 - Fish and Wildlife Department
 - Gaming Commission
 - Housing Department
 - Language and Cultural Preservation Department
 - Land Use Department
 - Not-tsoo-Gah-nee Health Center
 - Planning Department
 - Sho-Ban School
 - Tribal Enrollment Rights Office (TERO)
 - Transportation Department
 - Tribal Health and Human Services
 - Water Resources Department
- **CEDS Committee Partners**
 - Bannock County
 - Bannock Transportation Planning Organization
 - Bingham County
 - Caribou County
 - City of Blackfoot
 - City of Chubbuck
 - City of Idaho Falls
 - City of Pocatello
 - Idaho Transportation Department
 - Idaho National Laboratory
 - Idaho State University

- Power County
- Regional Economic Development Eastern Idaho
- Southeast Idaho Council of Governments
- **Other Contributors**
 - Agnew::Beck Consulting
 - Big Water Consulting
 - Seven Sisters Community Development Group

DRAFT



Executive Summary

The Shoshone-Bannock Tribes, along with their regional partners, have worked together to develop a Shoshone-Bannock Comprehensive Economic Development Strategy (CEDS). It is the product of extensive outreach, input, research and prioritization over a year-and-a-half, and is intended to identify specific, detailed and realistic actions that will strengthen the Fort Hall Indian reservation economy, the economic health of tribal members, and contribute to the overall vibrancy of the region. The Tribes' genuine willingness and interest in working with local and regional partners to identify strategies, projects and activities that are mutually beneficial has been a critical component of this CEDS process, and will be vital to implementing its strategies. Likewise, the significant number of non-tribal partners that have engaged, contributed and supported this process and are committed to its outcomes will continue to be a necessary component for moving the CEDS forward. The CEDS process has shown that, together, the Tribes and their partners have enormous capacity and influence to advance economic development in their region, for mutual benefit.

What is a “CEDS?”

A CEDS is a tool for community-based and regionally-driven economic planning, with strategies and an implementation plan for creating stronger and more resilient communities and economies. CEDS are an important part of the U.S. Department of Commerce Economic Development Administration (EDA) programs, and are often required to be eligible for federal and other grant funding.

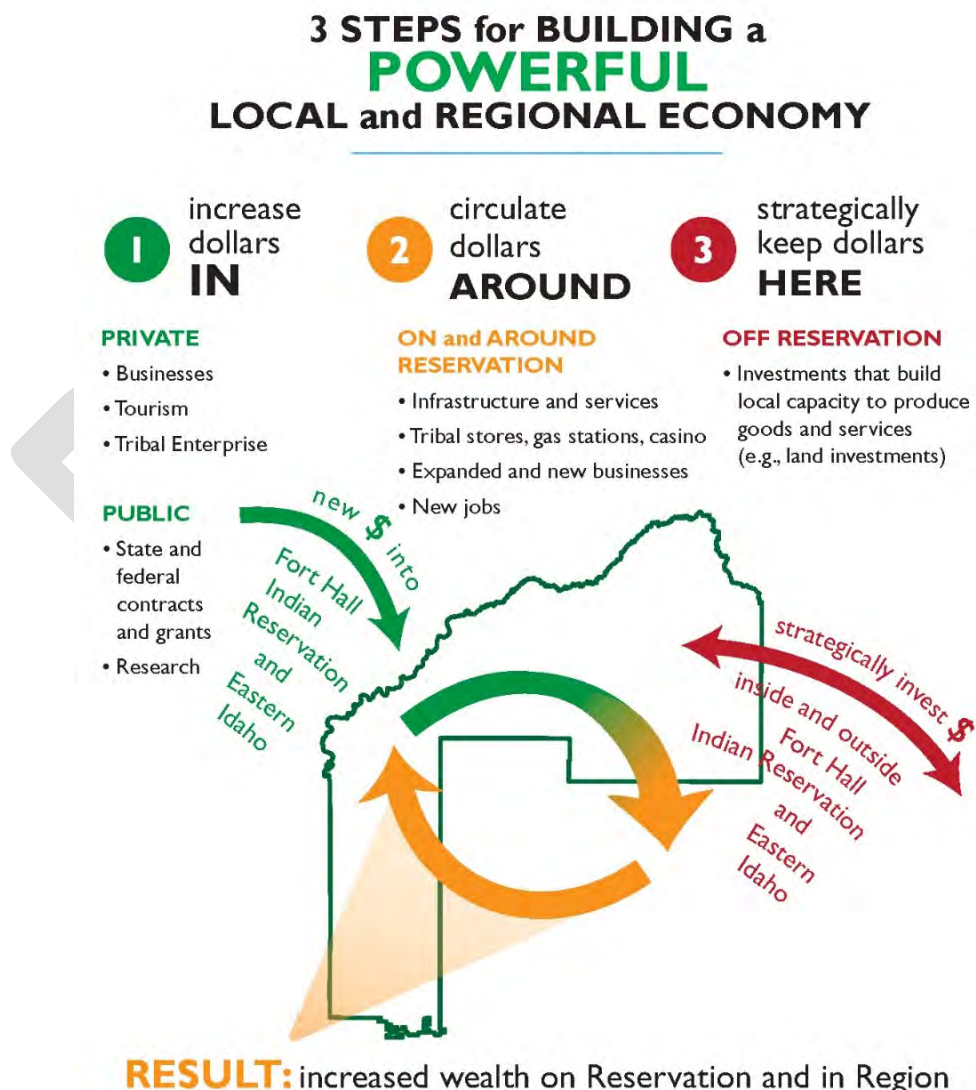
A CEDS provides an overview of economic indicators and identifies projects and actions that will support economic development and increase regional wealth. The CEDS aims to highlight the region's economic development strengths, challenges and opportunities, and proposes strategies and actions that enhance the economic development potential of the region. The Shoshone-Bannock Tribes will use the CEDS to help establish partnerships and work strategically to leverage the resources and strengths of the region.

The EDA recommends communities consider the concept of economic resilience when creating a CEDS. Building economic resilience requires a proactive approach to identify and mitigate current and potential threats and disruptions to a community or region's economy. Examples of ways to build resilience include diversifying the economy, enhancing business and workforce development, and improving infrastructure.

What is “Economic Development?”

A powerful economy creates jobs, maintains a trained workforce, increases wealth, and builds overall economic resiliency for a region. There are three components that create a strong regional economy: 1. Bringing wealth and resources into the local economy from outside, 2. Circulating that wealth around the local economy, and 3. When wealth is spent outside the local area, it is largely in the form of strategic investments that will bolster the local economy, and prevent “leakage” of dollars that could be spent locally from seeping out of the local area. The strategies identified in the CEDS are aimed at strengthening all three of these components.

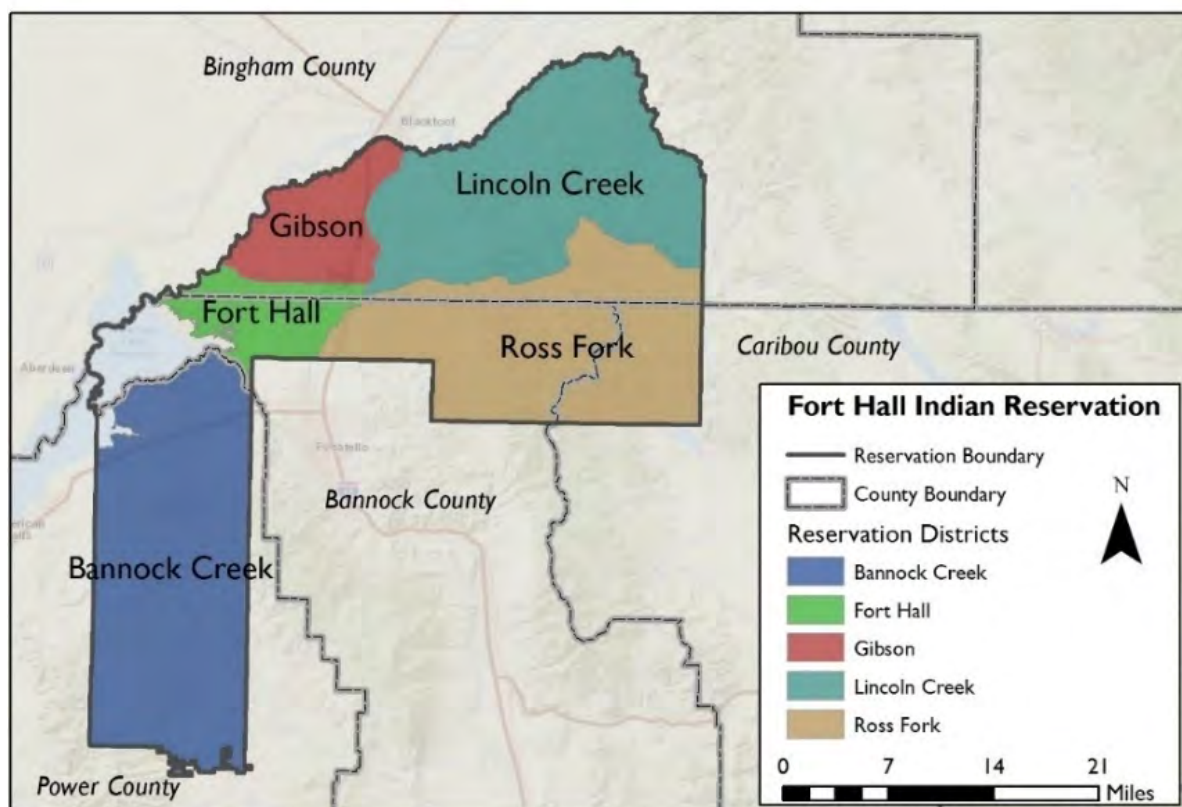
Figure 1: Three Steps to Build a Powerful Economy



Project Area Overview

The Shoshone-Bannock Tribes 2016-2021 Comprehensive Economic Development Strategy (CEDS) primarily covers the Fort Hall Indian Reservation, and secondarily addresses Eastern Idaho. The Reservation covers 546,500 acres of eastern Idaho, and is overlapped by Bannock County, Bingham County, Caribou County, and Power County. For maps of the Reservation, see the “Relevant Maps” section at the end of this chapter. The boundaries of the Fort Hall Indian Reservation were first established in 1868 under the terms of the Fort Bridger Treaty and originally contained 1.2 million acres. Roughly 240,000 acres in the Marsh Valley area were ceded for area settlement by an executive order in 1889, and an additional 420,000 acres were ceded in 1900.¹ Ninety-six percent of reservation land is owned by the Shoshone-Bannock Tribes and tribal members.² This plan is intended to benefit all residents of the Fort Hall Indian Reservation and all tribally enrolled members wherever dispersed across the United States.

Figure 2: Fort Hall Indian Reservation, Districts, and County Boundaries



¹ <http://www.shoshonebannocktribes.com/shoshone-bannock-history.html>

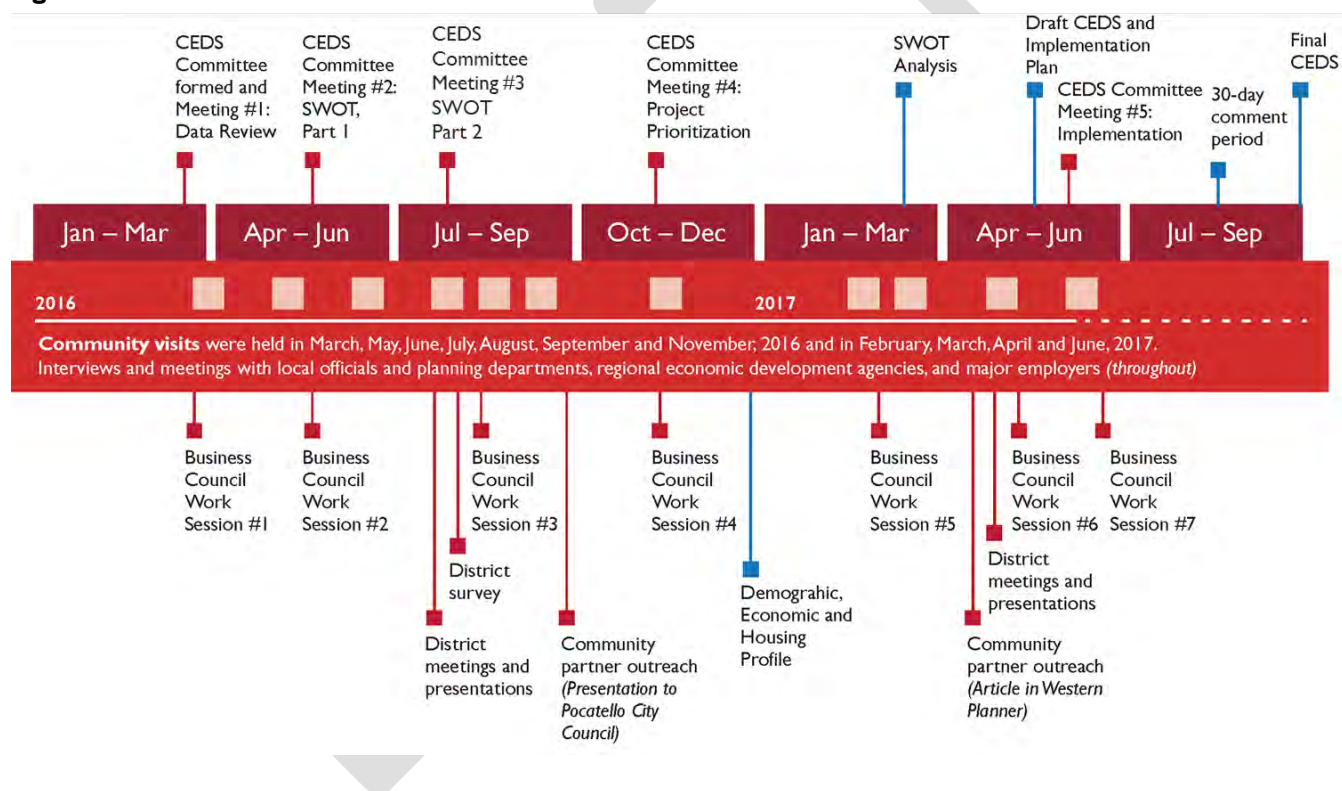
² Shoshone-Bannock Tribes Comprehensive Plan. 2010.

CEDS Process

The Shoshone-Bannock Tribal Planning Department oversaw the CEDS development process, and guided by input from tribal leadership and other tribal departments, other community leaders, business owners, residents, and other stakeholders from throughout the region. The goals and strategies listed in later chapters of the CEDS were designed via community and stakeholder input and an intensive prioritization process. While the CEDS development was guided by an advisory CEDS committee, and informed by regular consultation with tribal departments and all five of the Shoshone-Bannock Tribes districts (see map in Figure 7 later in this chapter), the ultimate approval of the CEDS will be through the Shoshone-Bannock Tribal Business Council and the EDA.

The CEDS was developed with assistance from Agnew::Beck Consulting. A summary of the process is outlined in Figure 3. The process engaged more than 90 (approximate) stakeholders through activities such as one-on-one interviews, meetings, presentations to the Districts, work sessions with the Business Council, and a reservation-wide door-to-door survey.

Figure 3: CEDS Process



Economic Vision

[vision statement to be finalized with Tribes]

Economic Development Goals and Priority Strategies

The following six goals were identified for the Shoshone-Bannock CEDS. A list of priority projects that have been identified to support these high-level goals is included on the following page, and further detail is provided in Chapters 4 and 5. The priority projects are grouped in three areas:

1. **Bricks and Mortar Strategies** – which are subdivided into Economic Development and Community Development projects
2. **Business Development Strategies**
3. **Good Governance Strategies**

Figure 4: CEDS Goals

GOAL #1: Strengthen Capacity for Self-Determination and Productive Partnerships – Promote Good Governance.
GOAL #2: Properly Conduct Planning and Zoning for Land Use and Carefully Manage Natural Resources.
GOAL #3: Promote Healthy People and Tribal Wellness.
GOAL #4: Strengthen Traditional and Non-Traditional Businesses and Develop a Stronger Workforce.
GOAL #5: Support the Development, Maintenance and Improvement of Critical Infrastructure.
GOAL #6: Ensure Safe, Affordable, On-Reservation Housing Options are Available for All Residents.

Figure 5: Economic Development Priority Strategies

Economic Development (ED)	Community Development (CD)
<ol style="list-style-type: none"> 1. Implement existing 2014 Corporate Charters as holding companies. <i>Strategy 1.B.1.</i> <ul style="list-style-type: none"> • Establish tribal farming company, SBA 8(a) by: <ul style="list-style-type: none"> ○ Assuming tract leases subject to expire. “Farm it ourselves and/or through partnership agreement.” ○ Creating partnership agreement from one joint venture agreement. ○ Establishing business plan with marketing strategy. ○ Creating fresh pack potato facility. • Establish tribal housing fabrication facility with: <ul style="list-style-type: none"> ○ Feasibility, business plan, and A/E. • Establish tribally-owned construction company, SBA 8(a) with: <ul style="list-style-type: none"> ○ Feasibility, business plan, and A/E. 2. Move forward with Phase 3 gaming expansion at Fort Hall Indian Reservation. <i>Strategy 5.A.1.</i> <ul style="list-style-type: none"> • Develop destination resort with waterpark, 2/3-star hotel, family entertainment complex, world class golf course. Feasibility, Business Plan, and A/E. 3. Implement Exit 80 Master Plan economic development elements to create a destination resort. <i>Strategy 5.A.2.</i> <ul style="list-style-type: none"> • Eagle Road business park. • CDFI/business incubator. • Relocate RV park. 4. Prioritize (via a pre-feasibility analysis) and pursue business development 	<ol style="list-style-type: none"> 1. Approve by policy a Tribal Capital Investment Program (TCIP). <i>Strategy 1.A.2</i> <ul style="list-style-type: none"> • Phase in over 5 years, a multitude of projects. <ul style="list-style-type: none"> ○ New gym and community center in the Gibson District. ○ New police and fire substations in Bannock Creek and Fort Hall Districts. • Requires rolling over existing program funding and adding into project budget to complete. 2. Implement Exit 80 Master Plan elements related to providing needed reservation infrastructure. <i>Strategy 5.A.3.</i> <ul style="list-style-type: none"> • Develop infrastructure in and around Exit 80, roads, curb and gutter, water/sewer, fiber optics, etc. • Develop cultural and language preservation center. <ul style="list-style-type: none"> ○ Construct new fire station. 3. Develop reservation-wide broadband internet service. <i>Strategy 5.C.1.</i> 4. Develop Tribal Wellness Center(s). <i>Strategy 3.A.1.</i> 5. Develop a tribal medical campus. <i>Strategy 3.C.1.</i> <ul style="list-style-type: none"> • Develop a transitional rehabilitation and assisted living center. • Develop a Tribally-owned reservation-based behavioral and medical health practice that addresses gaps in the continuum of care/other needs and generates revenue. Example services include: substance abuse treatment/recovery center, ultrasound, podiatry, pre-employment drug-screening, and services to underserved/undertreated populations including elders and incarcerated individuals.



Bricks and Mortar Strategies (Prioritized)

Economic Development (ED)	Community Development (CD)
<p>opportunities identified in the <i>2015 Regional Water Hub of Commerce</i> study. <i>Strategy 2.B.1.</i></p> <p>5. Construct a regional waste-to-energy facility/incinerator. <i>Strategy 5.D.1.</i></p> <p>6. Establish a Free Trade Zone. <i>Strategy 1.C.1.</i></p> <ul style="list-style-type: none">• Develop an automated state-of-the-art regional warehousing, distribution and fulfillment site.	



Business Development Strategies (BD)

- Develop a coordinated marketing plan; support and develop culturally-appropriate tourism opportunities and improvements along the I-15 corridor. *Strategy 1.C.3.*
- Establish a Native Community Development Financial Institution (CDFI) to increase access to financial resources and promote economic prosperity. *Strategy 4.B.1.*



Good Governance Strategies (GG)

- Develop and implement a clear, transparent fiscal plan for the Tribes. *Strategy 1.A.1.*
- Implement a revised tribal organizational chart to create clarity for tribal members and partners, and efficiency for governance. *Strategy 1.A.3.*
- Further develop Tribal Planning Department and planning tools. *Strategy 2.A.1.*
- Create a culturally appropriate and vetted educational program/curriculum on Shoshone-Bannock history, language and culture. *Strategy 3.B.1.*
- Support youth-focused cultural/wellness programs. *Strategy 3.B.2.*
- Provide Sho-Ban Jr./Sr. High School students with increased opportunities and exposure to career-oriented courses and programs that align with local and regional industry needs. *Strategy 4.A.1.*
- Develop and implement a workforce development strategic plan based on industry. *Strategy 4.A.2.*
- Educate Eastern Idaho non-tribal partners on tribes. *Strategy 4.A.3.*
- Identify and assess existing land ownership, land use and potential further development and growth along the reservation road line near City of Chubbuck. *Strategy 5.B.2.*
- Create a comprehensive tribal housing division that addresses housing needs at all income levels. Combine the Tribal Housing Opportunities Program and Tribal Housing Authority to form the Tribal Housing Division. *Strategy 6.A.1.*
- Develop subdivisions in accordance with smart growth principles. *Strategy 6.A.2.*
- Provide resources for needed housing renovations. *Strategy 6.A.3.*
- Expand residency to include ceded lands. *Strategy 6.A.4.*



Chapter I: Introduction

What Is a CEDS?

A Comprehensive Economic Development Strategy (CEDS) is a tool for community-based and regionally-driven economic planning, with strategies and an implementation plan for creating stronger and more resilient communities and economies. CEDS are an important part of the U.S. Department of Commerce Economic Development Administration (EDA) programs, and are often required to be eligible for federal and other grant funding.

A CEDS provides an overview of economic indicators and identifies projects and actions that will support economic development and increase regional wealth. The CEDS aims to highlight the region's economic development strengths, challenges and opportunities, and proposes strategies and actions that enhance the economic development potential of the region. The Shoshone-Bannock Tribes will use the CEDS to help establish partnerships and work strategically to leverage the resources and strengths of the region. The EDA recommends communities consider the concept of economic resilience when creating a CEDS. Building economic resilience requires a proactive approach to identify and mitigate current and potential threats and disruptions to a community or region's economy. Examples of ways to build resilience include diversifying the economy, enhancing business and workforce development, and improving infrastructure.

This CEDS would not have been possible if not for the input and participation of many organizations, business, and individuals including the Shoshone-Bannock Tribal Business Council, the many partners of the CEDS Committee and numerous regional agencies.

Development of the CEDS

The Shoshone-Bannock Tribal Planning Department oversaw the CEDS development process, and guided by input from tribal leadership and other tribal departments, other community leaders,

business owners, residents, and other stakeholders from throughout the region. The goals and strategies listed in later chapters of the CEDS were designed via community and stakeholder input and an intensive prioritization process. While the CEDS development was guided by an advisory CEDS committee, and informed by regular consultation with tribal departments and all five of the Shoshone-Bannock Tribes districts (see map in Figure 7 later in this chapter), the ultimate approval of the CEDS will be through the Shoshone-Bannock Tribal Business Council and the EDA.

The CEDS was developed with assistance from Agnew::Beck Consulting. Outlined below is a summary of the efforts used to develop the Shoshone-Bannock Tribes community CEDS:

- Created a project overview introducing the project and schedule.
- Compiled background data on the community and the region from various local, state and federal data sources. To view the complete list of background documents, see Appendix D.
- Reviewed relevant community and regional planning documents including the 2010 Shoshone-Bannock Tribes Comprehensive Plan.
- Compiled a list of tribal and regional stakeholders who were invited to participate on the CEDS Committee.
- Developed a preliminary list of emerging strengths, weaknesses, opportunities and threats and potential economic development projects and strategies.
- Conducted interviews with tribal leaders, stakeholders and community and regional leaders and partners.
- In March, 2016, Agnew::Beck and The Shoshone-Bannock Tribal Planning Department sent out a letter to regional stakeholders introducing them to the CEDS and requesting participation as part of an ongoing planning process.
- Traveled to the Fort Hall Indian Reservation in March, 2016, to conduct a site visit, gather data and hold initial interviews with project stakeholders and tribal departments.
- Traveled to the Fort Hall Indian Reservation in May of 2016 to conduct the first of five CEDS Committee meetings; meet with the Tribal Business Council; participate in youth community engagement; and conduct tribal interviews. This CEDS Committee meeting was focused on reviewing preliminary data findings, an economic vision for the Tribes and region, initial SWOT conversations, and developing an initial set of priority projects.
- Traveled to the Fort Hall Indian Reservation in June, 2016 to conduct the second of five CEDS Committee meetings. The June CEDS Committee meeting focused on refining the list of potential projects and the “SWOT” (strengths/weaknesses/opportunities threats) analysis. This session also covered a visioning exercise that helped define goals for 5-, 10-, and 15-year planning horizons.
- Traveled to the Fort Hall Indian Reservation in July, 2016 to participate in District meetings and begin to administer surveys to tribal members.
- Traveled to the Fort Hall Indian Reservation in August, 2016 to conduct the third of five CEDS Committee meetings, participate in the Shoshone-Bannock Tribes Annual Festival, meet with the Fort Hall Business Council, and continue to distribute a community survey that received 53 responses. Community survey results can be found in Appendix C.

- Traveled to the Fort Hall Indian Reservation in September, 2016 to conduct additional in-person data collection and to present the project to the Pocatello City Council.
- Traveled to the Fort Hall Indian Reservation in November, 2016 to conduct the fourth of five CEDS Committee meetings. Meeting number 4 focused on establishing a vision and priority projects list for the CEDS.
- Traveled to the Fort Hall Indian Reservation in February, 2017 to discuss priority projects list with tribal department leadership and key regional stakeholders.
- Traveled to the Fort Hall Indian Reservation in April, 2017 to meet with regional leadership and to discuss housing initiatives and survey results with housing consultants Seven Sisters and Big Water Consulting.
- Traveled to the Fort Hall Indian Reservation in June 2017, to conduct the fifth CEDS committee meeting. The meeting was focused on reviewing the draft CEDS.
- Throughout the process, key informant interviews were conducted with more than 40 stakeholders from the Tribes and the region, including the Fort Hall Business Council, Shoshone-Bannock tribal department directors, Eastern Idaho Mayors, City Councilmembers and County Commissioners, regional economists and development professionals, and private businesses.
- Compiled background and demographic data on the Shoshone-Bannock Tribes and the Eastern Idaho region.
- A survey was designed and distributed to Shoshone-Bannock tribal members. To ensure a broad representation, the survey was distributed at each of the five district meetings in July 2016, and the Shoshone-Bannock Tribal Festival in August 2016. In total, 53 Shoshone-Bannock tribal members, representing all five districts, provided responses to the survey.

The CEDS will be re-evaluated and completely updated every five years as the Tribes work toward and meet their current goals. The Tribe will need to identify and develop revised objectives during this first five-year period. The Tribes will release appendices annually to report on CEDS updates and changes.

Organization of the CEDS

The document is organized as follows:

Chapter One provides the reader with an overview of CEDS planning, the project area, the history of the Shoshone-Bannock Tribes, and the process used to develop this CEDS. This chapter also includes current and future land use and zoning maps.

Chapter Two contains a high-level overview of the demographic, economic and housing profile of the Shoshone-Bannock Tribes and tribal members living on and off the Reservation. The appendix contains the comprehensive profiles.

Chapter Three offers a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis of the region and the Shoshone-Bannock Tribes.

Chapter Four highlights goals and strategies along with priority projects for implementation that were identified as part of the CEDS planning process.

Chapter Five provides an implementation strategy and action plan for priority projects and recommendations identified throughout the CEDS planning process.

Appendices

Project Area Overview

The Shoshone-Bannock Tribes 2016-2021 Comprehensive Economic Development Strategy (CEDS) primarily covers the Fort Hall Indian Reservation, and secondarily addresses Eastern Idaho. The Reservation covers 546,500 acres of eastern Idaho, and is overlapped by Bannock County, Bingham County, Caribou County, and Power County. For maps of the Reservation, see the “Relevant Maps” section at the end of this chapter. The boundaries of the Fort Hall Indian Reservation were first established in 1868 under the terms of the Fort Bridger Treaty and originally contained 1.2 million acres. Roughly 240,000 acres in the Marsh Valley area were ceded for area settlement by an executive order in 1889, and an additional 420,000 acres were ceded in 1900.³ Ninety-six percent of reservation land is owned by the Shoshone-Bannock Tribes and tribal members.⁴ This plan is intended to benefit all residents of the Fort Hall Indian Reservation and all tribally enrolled members wherever dispersed across the United States.

The Power to Plan

Governmental powers, including the ability to regulate commerce, collect taxes, influence land use, and to establish local laws and regulations are not inherent to every community, but are instead provided to states, cities and municipalities through federal statutes. Unlike cities, states and towns, federally-recognized tribes are considered sovereign nations, which provides them the inherent authority to govern their communities and membership.⁵

The power to plan refers to this legal right to govern, which for tribes in the United States has been established through a lengthy series of federal statutes and court rulings that protect and empower tribes to act as sovereign nations. The Marshall Trilogy, a series of three Supreme Court decisions between 1823-1832, established the basic framework for federal Indian law in the United States. In *Johnson v. M’Intosh*, the court ruled that only the federal government could negotiate with Indians over land rights. Later, in 1831, *Cherokee Nation v. Georgia* established the “doctrine of federal trust responsibility” which outlined that “in exchange for the taking of land from the tribes, the federal government would protect the tribes in the lands that they ended up with and compensate them by providing necessities such as food, water, shelter, and basic services.”⁶ Finally, in 1832

³ <http://www.shoshonebannocktribes.com/shoshone-bannock-history.html>

⁴ Shoshone-Bannock Tribes Comprehensive Plan. 2010.

⁵ D’Errico, Peter. 2000. A Brief History in the Context of U.S. Indian Law. Legal Studies Department, University of Massachusetts, Amherst USA.

⁶ UAF Interior Aleutian Campus. <https://tm112.community.uaf.edu/unit-1/marshall-trilogy-1823-1832/>

Worcester v. Georgia established that the tribes of the United States had inherent sovereignty, free from the authority of the States.

The Indian Reorganization act of 1934 provided for the formation of tribal governments and provided a model of government through the encouragement of tribes to adopt constitutions established under section 16 of the act.⁷ The Shoshone-Bannock Tribes adopted their constitution following this framework in 1936, which established the Shoshone-Bannock Tribal Business Council, a tribal bill of rights, membership standards, and jurisdiction of the tribes of lands within the confines of the Fort Hall Indian Reservation. This constitution provides the foundation for the Tribes to plan and govern their community. In 1976 the Tribes further expanded their planning and economic development capacity by adopting the Tribes first-ever comprehensive plan. Additionally, the adoption of the 1976 Land Use Ordinance, expanded plenary powers of the Tribes through an established vision that was meant to protect the present character of the Fort Hall Reservation, ensure clean air and water, open space and a quality human environment, reduce congestion, and to promote the orderly and economic growth of the Fort Hall Indian Reservation and the peace, safety, morals, and general welfare of the inhabitants of the Fort Hall Indian Reservation.

History of the Shoshone-Bannock Tribes

The Fort Hall Indian Reservation is home to the Shoshone-Bannock Tribes, and encompasses 546,500 acres in Eastern Idaho. There are currently over 5,800 tribal members enrolled in the Shoshone-Bannock Tribes, of which 63 percent or approximately 3,700 members live on the Fort Hall Indian Reservation. The Shoshone-Bannock Tribes have a long-standing, rich heritage and cultural history. This section does not attempt to provide a complete history and cultural overview of the Shoshone-Bannock Tribes, and instead highlights key historical moments and cultural pillars that help provide a context for the importance of this CEDS process.

- The Shoshone-Bannock Tribes are comprised of thirteen bands of Shoshone and Bannock Tribes.⁸
- Historically the Tribes were hunters and gatherers. Buffalo, salmon and the camas bulb were the primary source of sustenance for the Tribes. The Tribes culturally, spiritually and philosophically followed the tenants of “take only what you need” and “remember where you come from.”⁹
- In 1834, Fort Hall was established as a trading post, that served settlers traveling to Oregon and California.
- In 1863, the U.S. Government drafted the Treaty of Soda Springs which attempted to confine the Tribes to a Reservation.
- In 1877, the United States Federal Government passed an executive order establishing the Fort Hall Indian Reservation.

⁷ Winchell, Dick, PHD, AICP. 2016. The Power to Plan: Tribal Sovereign Nations and State and Local Planning. Washington Tribal/State Transportation Conference.
https://www.wsdot.wa.gov/sites/default/files/2016/11/21/PreConferenceTraining_PowerToPlan_DickWinchell.pdf

⁸ Dixey, Louise. 2017. Language and Cultural Preservation Department Interview.

⁹ Shoshone-Bannock Tribes. 2015. Tribal Member Handbook for Reserved Hunting Rights of the Shoshone-Bannock Tribes.

- 1868 the Fort Bridger Treaty was ratified. Initial provisions of the Fort Bridger treaty guaranteed the Tribes the right to hunt outside the boundaries of their reservation; however, area settlers in the then-Pocatello area rallied against this policy.
- The Bannock Tribes were assigned to the Fort Hall Indian Reservation by a presidential executive order in 1869.
- The Bannock War begins at Camas Prairie on May 30th, 1878.
- In 1883 the Fort Hall military post closed.
- In 1889 Congress approves agreement ceding southern portion of the Reservation.
- In 1898 the Tribes cede 418,500 acres of Reservation around Pocatello for \$600,000 to accommodate the development and growth of the City of Pocatello.
- In 1902, President T. Roosevelt signs proclamation opening ceded portions of the Reservation. This leads to the “Day of the Run” where reservation lands were purchased by many actors in a land grab, leading to a checkerboard pattern of land ownership on the Reservation.
- The Shoshone-Bannock Tribes Constitution and Bylaws were adopted in 1934 under the provisions of the Indian Reorganization Act. This established the current form of governance for the Tribes in the form of a seven-member Tribal Business Council.
- The 1988 Indian Gaming Regulatory Act was passed that allowed for regulated gambling on tribal lands.¹⁰ The Tribes opened up the Shoshone-Bannock Hotel and Events Center in 2012, with a casino expansion currently underway and scheduled to open March, 2018.¹¹
- The Shoshone-Bannock Tribes are a considerable economic driver in the region providing employment to over 4,000 individuals in Eastern Idaho. Tribally-owned enterprises and governmental operations directly employ 920 individuals, which makes the Tribes the fourth largest employer in the region.¹²

For a more in-depth history of the Tribes and their operations, see the 2010 *Shoshone-Bannock Tribes Comprehensive Plan* and the 2015 *Tribal Member Handbook for Reserved Hunting Rights of the Shoshone-Bannock Tribes*.

¹⁰ Indian Gaming Regulatory Act. Public Law 100-497-Oct 17, 1988 100th Congress Sec 2701.
<https://www.nigc.gov/images/uploads/Indian%20Gaming%20Regulatory%20Act.pdf>

¹¹ <http://500nations.com/casinos/idShoshoneBannock.asp>

¹² <http://www.shoshonebannocktribes.com/elements/documents/IdahoTribesEconImpactReport.pdf>

Relevant Maps

Maps included in this section provide an overview of the boundaries of the Reservation, the current mix of land uses, upcoming project developments, and the proposed zoning map for the proposed City of Fort Hall. They are included as follows:

- Project area map
- Fort Hall Indian Reservation map with Districts
- Exit 80 Master Plan Concept
- Current land use map of the Reservation
- Proposed City of Fort Hall zoning map
- A land ownership map for the Reservation

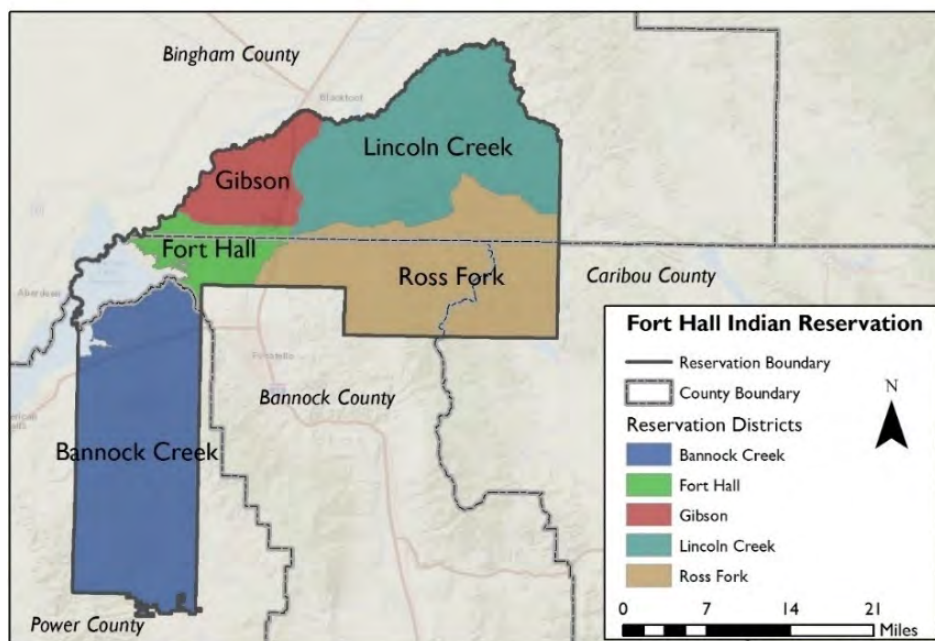
The Fort Hall Indian Reservation is in Eastern Idaho and overlaps four Idaho Counties: Bannock, Bingham, Caribou and Power. The project area map Figure 6 shows the two focus areas of this CEDS document, the Fort Hall Indian Reservation and the surrounding Eastern Idaho communities. Strategies and priority items are designed to serve both areas, with a focus on creating opportunities for the Shoshone-Bannock Tribes, and a secondary focus on building partnerships with regional stakeholders and governments. Figure 7 shows the Fort Hall Indian Reservation and the boundaries of the five Districts on the reservation.

Figure 6: Project Area Map



Source: Agnew::Beck Consulting, 2016

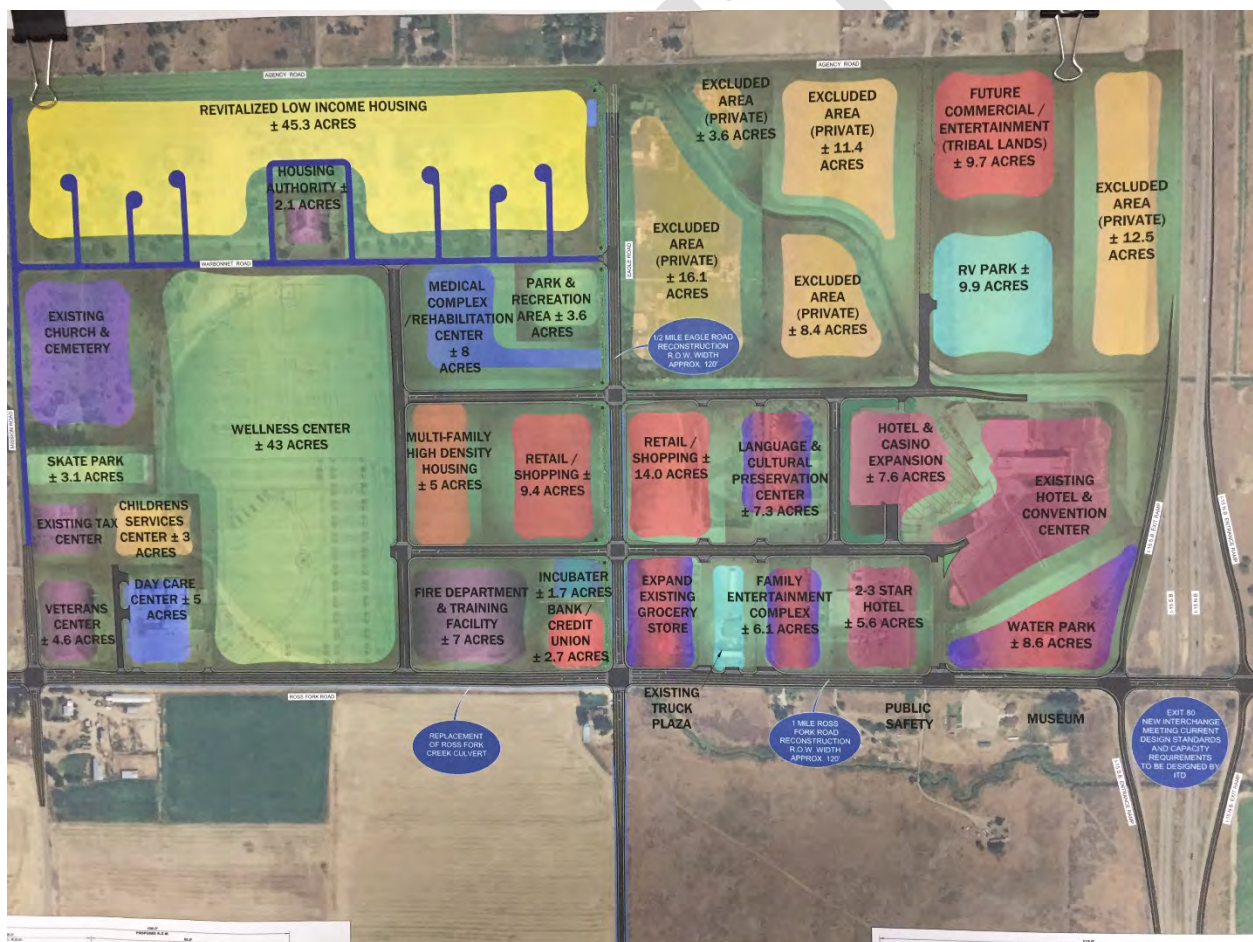
Figure 7: Fort Hall Indian Reservation, Districts, and County Boundaries



Source Shoshone-Bannock Tribes Land Information Systems Laboratory, 2016

The Exit 80 interchange offers a potential opportunity for the Shoshone-Bannock Tribes and their partners to develop a regional destination for entertainment, services and retail outlets. The Exit 80 Master Plan area, depicted in Figure 8, takes advantage of its geographic location off I-84 and in-between regional population centers. The Exit 80 Master Plan is designed to create a destination resort on the Fort Hall Indian Reservation. This planning area will help serve the Shoshone-Bannock Tribes by supporting tribal member entrepreneurs, increasing tourism revenue, and by providing needed services to residents and visitors. The Exit 80 master plan was finalized in 2017, and has already moved into project implementation with the casino expansion project that broke ground in October 2016. Other notable projects in the master plan include a world class golf course, a water park, an updated museum and cultural center, a movie theater, housing units, a wellness center, and an upgraded truck stop and service station.

Figure 8: Map of draft Exit 80 Master Plan Concept

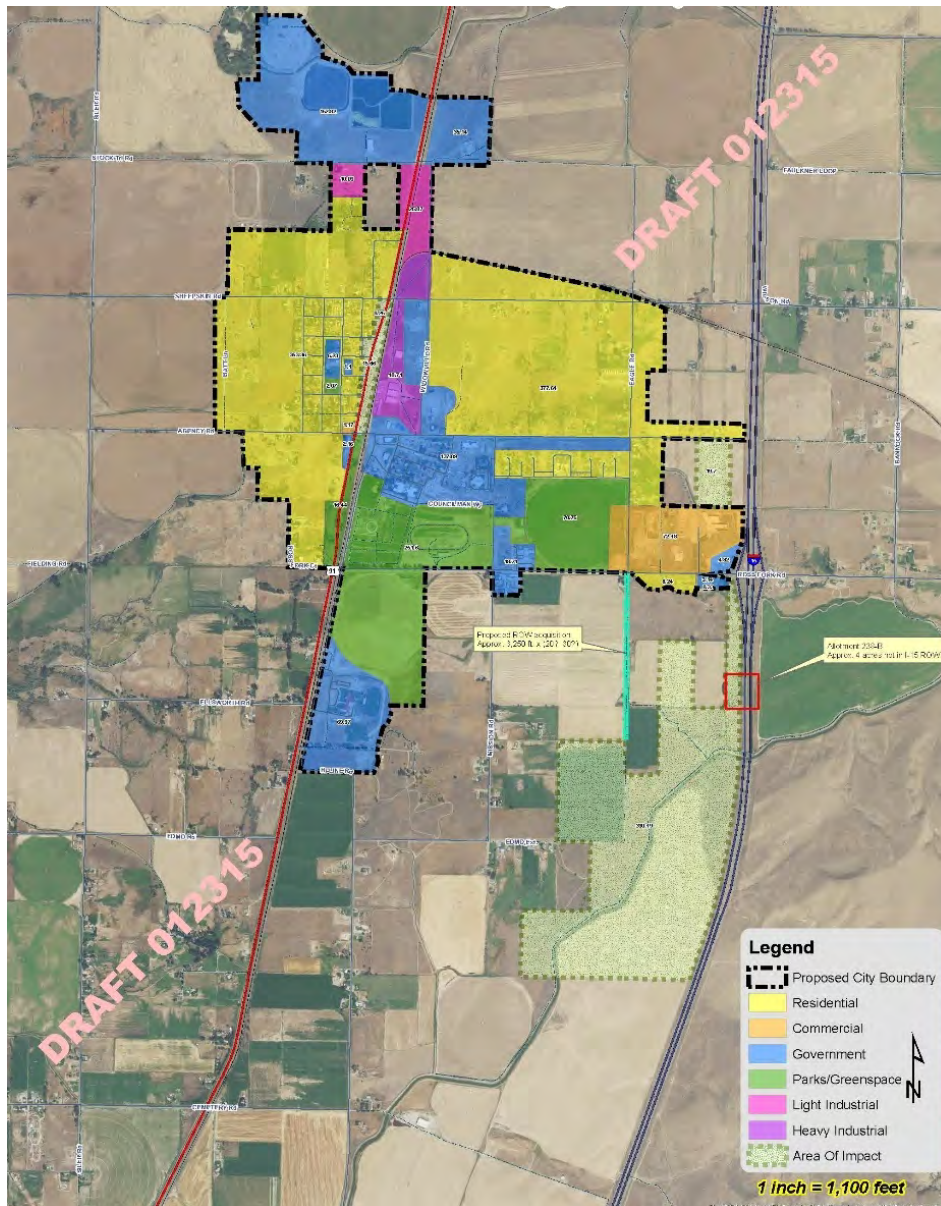


Source: Shoshone-Bannock Tribes Planning and Zoning 2016 Annual Report

The Shoshone-Bannock Tribes Planning Department has taken the first steps to create a zoning ordinance for one of the most heavily populated areas on the Reservation. To create this authority to regulate land use, the tribal planning department has proposed creating the City of Fort Hall, which would be incorporated as a city under Idaho State Code Title 50, Chapter 2. Figure 9 shows the currently proposed land uses and areas of impact for The City of Fort Hall if it were to be

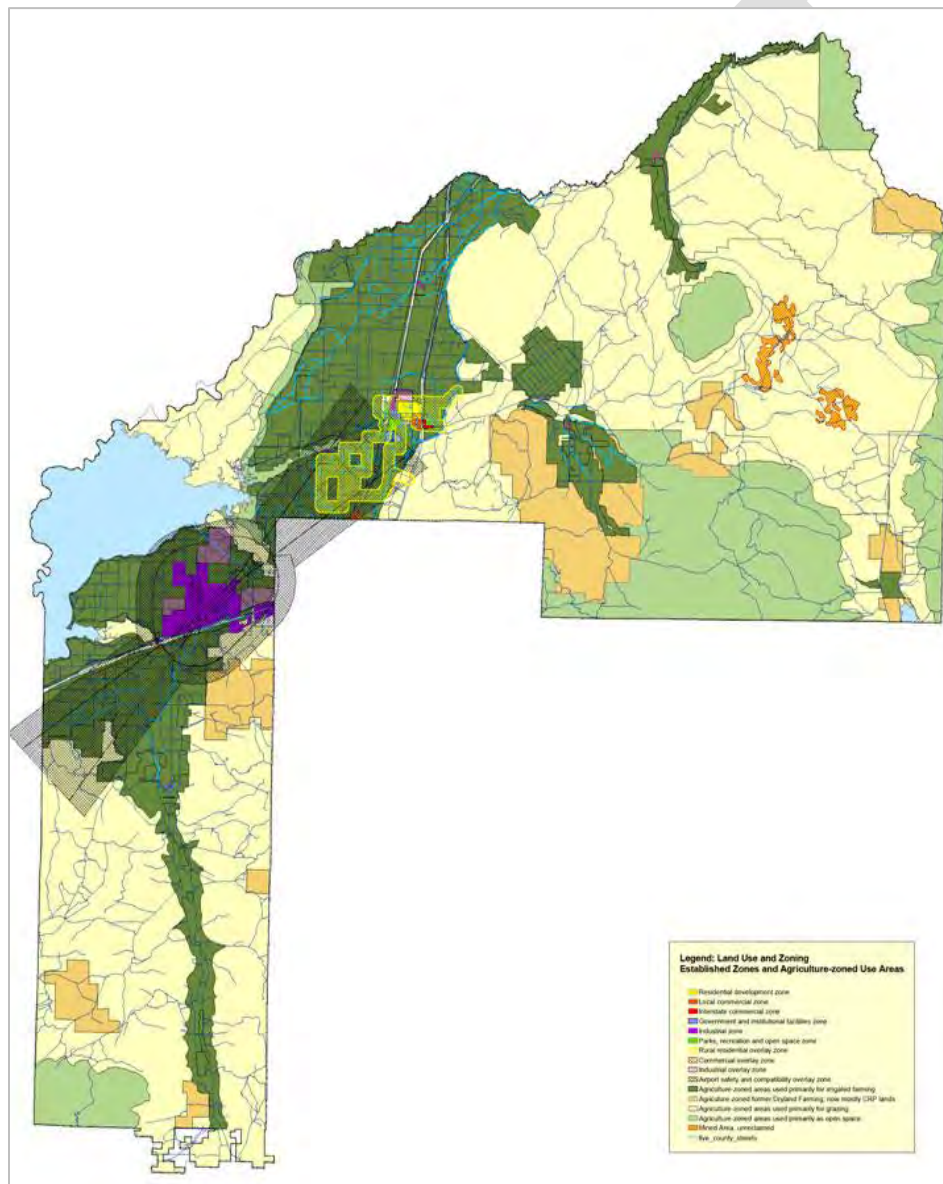
incorporated as an Idaho City. The proposed zoning map shows a mix of residential, commercial, governmental and industrial uses. Adopting this zoning code and recognizing the regulatory powers of the tribal planning department would help provide better granularity on land use decisions and could be used to encourage smart growth principles on the Reservation.

Figure 9: Proposed City of Fort Hall Land Use Map



Land use decisions on the Reservation are made primarily by the Tribal Land Use Commission and the Tribal Land Use Department. This department has developed a land use and zoning map (Figure 10), to help determine future land use decisions on the Reservation. This map provides broad land use descriptions for agriculture, mining, wildlands, commercial overlays, cultural lands, green space, industrial, residential and public facilities. The current land use map covers the entirety of the Reservation, which makes prescriptive planning difficult, as its scope is large and doesn't provide intricate land use recommendations. The map highlights that housing on the Reservation is primarily condensed to on or around the Fort Hall area with an industrial zone to the southwest. Most land on Fort Hall Indian Reservation is devoted to agriculturally zoned areas split between irrigated farmlands, dryland farming, grazing land and open space.

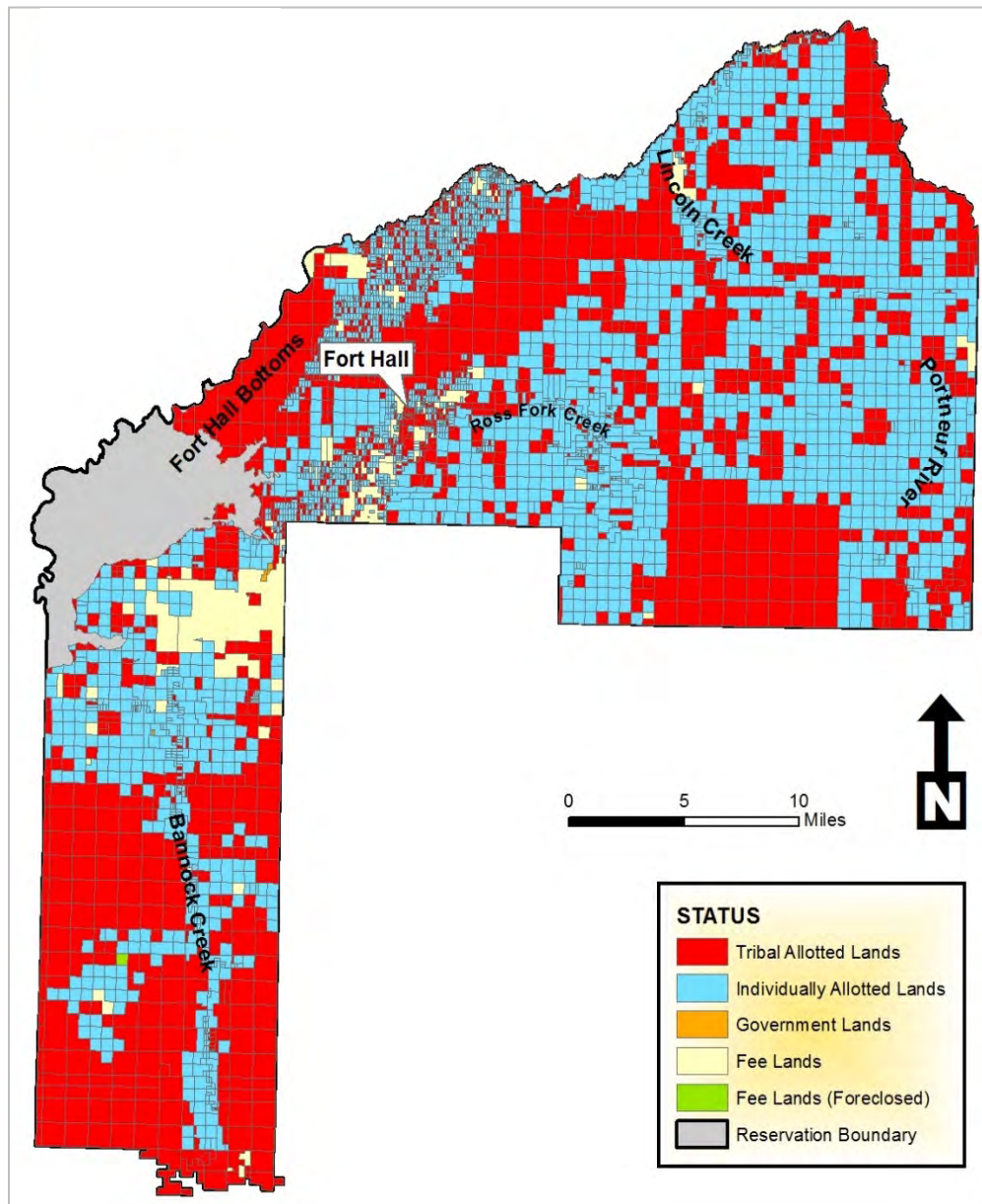
Figure 10: Fort Hall Indian Reservation Land Use and Zoning Map



Source: Shoshone-Bannock Tribes Integrated Resource Management Plan 2015

As seen in Figure 11, lands on the Fort Hall Indian Reservation are primarily (91 percent) held by either the Tribe or tribal members. Reservation lands have been divided into four categories: tribally allotted lands, individually allotted lands, fee lands and government lands. While the tribe owns most the land on the Reservation the lack of contiguous land ownership throughout the Reservation means that non-tribal land holdings create a checkerboard ownership pattern. This ownership pattern creates additional challenges for land use regulation and development on the Reservation.

Figure 11: Land Ownership Map



Source: Shoshone-Bannock Tribes Integrated Resource Management Plan 2015



Chapter 2: Demographic, Economic and Housing Profile Highlights

Overview

Local trends, current conditions and regional context provide a necessary starting point for understanding and planning for stronger, more economically viable communities. This chapter includes a high-level overview of the demographic, economic and housing trends for the Fort Hall Indian Reservation and neighboring Eastern Idaho municipalities. The Appendix includes a more detailed data and narrative. Together, with an analysis of community and regional strengths, weaknesses, opportunities and threats, and a thorough review of what strategies will have the most economic benefit and improve quality of life for residents of the Fort Hall Indian Reservation and Eastern Idaho, this data helps the Tribes and their regional partners identify a clear path toward achieving economic resilience.

Key Demographic Profile Findings

- The Fort Hall Indian Reservation experienced a 2.3 percent increase in population between 2000 to 2014, slower than the statewide growth rate of 23.6 percent. Birth rates on the Reservation have remained steady over the past twenty years.
- If current population trends continue, the Fort Hall Indian Reservation will likely see modest population growth to just over 6,000 people in 2020, and almost 6,500 in 2030.
- There are a disproportionate number of “baby boomer” individuals on the Fort Hall Indian Reservation compared with other age groups, reflecting a nationwide trend. Over the next 20 years this will likely drive increases in demand for senior programs, services and housing.

- Data from the 1990, 2000, 2010 Census show a consistent decrease of the Fort Hall Indian Reservation population, ages 20 to 40, suggesting limited opportunities for young adults to remain on the Reservation. Tribal department staff feedback indicates these residents could be leaving to seek educational or employment opportunities elsewhere, or due to challenges such as inadequate housing or incarceration.
- There was a 33 percent increase in enrollment in the Shoshone-Bannock Tribes between 2000 to 2015. Some of this increase is likely attributed to the lifting of the moratorium on tribal enrollment in 2005, which resulted in many new young members.
- Both tribal enrollment data and Fort Hall Indian Reservation data show a consistent, small number of individuals in the highest age categories. This generally indicates lower than average life expectancies when compared with national averages.
- The 2010 Census indicates 62 percent of Fort Hall Indian Reservation residents self-identify as “American Indian Alone,” while 31 percent of the residents identify as “White Alone.”

Key Economic Profile Findings

- The Fort Hall Indian Reservation has higher rates of unemployment when compared to regional, state and national averages.
- Overall the economy on the Fort Hall Indian Reservation is relatively diverse, with employment spread across many sectors. Education, health care and social assistance is the largest sector with 21.3 percent of total employment.
- The Shoshone-Bannock Tribes directly employ 1,277 individuals throughout their government operations and business enterprises, making them the fourth largest employers in Eastern Idaho.
- Management and professional positions are the most common type of occupation on the Fort Hall Indian Reservation, accounting for 28.9 percent of positions, followed by service-related positions with 25.8 percent of workers.
- The Tribes own over 110,000 acres of agricultural land which produces approximately \$75 million in crops annually, and generates over 900 jobs for the region; however, Fort Hall Indian Reservation industry employment data indicate not many of these jobs are going to Reservation residents.
- The top traded/export industry cluster in Eastern Idaho in terms of employment is Food Processing and Manufacturing with 3,540 employees in 2014, placing the cluster in the top three percent of all U.S. counties in this category. Other big clusters in terms of employment are Distribution and Electronic Commerce (2,570 employees) and Hospitality and Tourism (1,798 employees). In addition, both Upstream Chemical Products and Nonmetal Mining rank in the top two percent of all U.S. counties in terms of relative concentration in the region. Nonmetal Mining is the fastest-growing cluster in the region, increasing 210 percent between 2000 and 2014.
- The top local industry cluster for Eastern Idaho is Local Health Services with 7,650 employees in 2014, followed by Local Hospitality Establishments (4,052 employees) and Local Real Estate, Construction and Development (3,627 employees).

- Workforce participation on the Fort Hall Indian Reservation is significantly lower than that of the surrounding counties, the state of Idaho, and the nation.
- The Fort Hall Indian Reservation has an aging workforce, with a decline in workers under the age of 49 and an increase in the number of workers over 50 between 2000 and 2010.
- Residents of the Fort Hall Indian Reservation and of the counties in Eastern Idaho have lower rates of educational attainment when compared to statewide averages, with a smaller percentage of residents with high school degrees and fewer residents with advanced degrees.
- Residents of the Fort Hall Indian Reservation have lower median household and per capita incomes when compared with regional and statewide averages over the past five years.
- The Fort Hall Indian Reservation has higher rates of poverty when compared to regional, state and national averages, with 18.9 percent of families and 21.4 percent of individuals living in poverty.
- Eastern Idaho has a lower average regional cost of living when compared to state and national averages. However, anecdotal information indicates the cost of living on the Fort Hall Indian Reservation is higher than neighboring communities.
- The Fort Hall Indian Reservation has a limited housing market that will not be able to meet the demands of an increasing population. Using age and sex data from the U.S. Census and tribal member enrollment, this report estimates there will be 700-900 new heads of household over the next 10 to 20 years, many of whom will be looking for housing on the Reservation.

Key Housing Profile Findings

- U.S. Census American Community Survey five-year estimates between 2009 and 2014, there are an estimated 2,109 housing units on the Fort Hall Indian Reservation. This includes 1,904 occupied units and 205 vacant units. However, anecdotal accounts and the number of currently available rental units show a significant need for additional housing stock.
- The Shoshone-Bannock Tribes 2016 Housing Needs Assessment survey reveals a housing stock that is aging and of substandard quality. Fifty-eight percent of homes on the Reservation were built before 1990, indicating an aging housing stock, and 57 percent of respondents noted their homes need renovation or replacement. These conditions indicate a housing stock that does not meet the needs of the population living on the Reservation, nor does it offer abundant opportunities for tribal members to move back to the Reservation.
- New housing construction has continued to decline with only 178 units constructed between 2000 to 2009. A lack of new housing construction on the Reservation further strains the demand for tribal member housing.
- Fourteen percent of households on the Reservation are considered overcrowded by HUD standards. Nearly half of survey respondents indicated a need for at least one additional housing unit to provide safe and comfortable housing for the individuals living in their housing unit.



Chapter 3: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Overview

Improved quality of life, economic development, and economic resiliency starts with a clear understanding of a region's current conditions and economic development potential. The Strengths (S), Weaknesses (W), Opportunities (O) and Threats (T), or "SWOT analysis," provides a framework for analyzing the Shoshone Bannock Tribes, the Fort Hall Indian Reservation and the regional (Eastern Idaho) economy today, and planning for its future.

The SWOT analysis is a required step in the CEDS process that identifies specific strategies needed to strengthen "the region's ability to avoid, withstand and recover from economic shifts, natural disasters and impacts of climate change."¹³ The SWOT analysis focuses on ways to leverage the area's existing strengths and opportunities and mitigate weaknesses and potential threats.

The SWOT analysis is the result of a series of meetings and work sessions with the Shoshone-Bannock Tribes Business Council and CEDS Committee (May, June and August 2016); more than 40 interviews with tribal and regional stakeholders (February through August 2016); and a review of past and existing community and regional planning documents. The SWOT analysis uses a human, social, natural, manufactured and financial capital framework for analysis. A brief description of these types of capital is included below.

¹³ As defined by the U.S. Economic Development Administration in the *Comprehensive Economic Development Strategy (CEDS) Content Guidelines*. Updated March 2016. Available here: <https://www.eda.gov/ceds/files/ceds-content-guidelines-full.pdf>

- **Human capital** consists of people's health, knowledge, skills and motivation. Human capital includes fields such as education, workforce development, health and wellness. Investments in human capital are aimed to allow individuals to be productive.
- **Social capital** is comprised of the institutions that allow people to relate to and work with each other, in partnership. Social capital includes families, communities, governments and agencies, businesses, schools, voluntary and nonprofit groups, and tribal organizations.
- **Natural capital** are the world's natural assets which include soil and earth, air, water and all living things. Food, water and the resources we use for fuel, building materials, medicines are all natural capital, as are the ecosystems they derive from, and the environmental changes they are affected by.
- **Manufactured capital** is infrastructure and goods that allow production process to occur, and communication and knowledge to be shared. It includes tools, buildings, roads rather than being the output itself – e.g. tools, machines and buildings. For the purposes of our SWOT, we have labelled this capital by the more commonly-used term “infrastructure.”
- **Financial capital** is a representation of other types of capital, that enables these other types to be owned and traded; e.g. shares, bonds or banknotes.

Strengths

Human

Health and Wellness

- Large tribal membership with strong sense of identity, history and self-determination.
- Wellness is a strong cultural value.
- Two clinics, recovery center, senior services, and other health and human services available on the Reservation.
- Increased access to prevention and cultural healing activities on the Reservation.
- Over the past fifteen years, the population of both Eastern Idaho and the Fort Hall Indian Reservation has remained relatively stable with moderate overall growth.

Education and Workforce Development

- Vocational opportunities at Shoshone-Bannock Junior and Senior High Schools.
- Tribal Employment Rights Ordinance (TERO) and “477”, or education, employment, training and social service programs provide workforce development and training services for tribal members.
- Strong desire to have tribal members train in professional services and employ them to the benefits of all tribal members.
- Shared vision, complimentary programming and strategic coordination between TERO and 477 Programs.
- Scholarship money available for tribal members who want to continue on in school, including scholarships jointly awarded by the Tribes and the City of Blackfoot.

- Training and job opportunities available at the Fort Hall Casino and Shoshone-Bannock Hotel and Convention Center, including competitive wages and a strong tribal hiring policy.
- Tribes (including the Shoshone-Bannock Tribes) contribute approximately 4,000 jobs and \$330 million to the Eastern Idaho Economy.

Business Development

- Eastern Idaho has a strong Food Processing and Manufacturing cluster, employing 3,540 people and ranking in the top three percent of all counties in the United States. This sector continues to grow with several large food companies opening new facilities in the region. Examples include: Chobani and Clif Bar (Twin Falls), Fabri-Kal (Burley), ConAgra (American Falls), Amy's (Pocatello), Idahoan (Idaho Falls) and Mar's Produce (Rupert). Other significant regional clusters include Distribution and Electronic Commerce (2,570 employees) and Hospitality and Tourism (1,798 employees). While they are not the highest in terms of employment, both the Upstream Chemical Products and Nonmetal Mining sectors in Eastern Idaho rank in the top two percent of all U.S. counties in terms of relative concentration in the region.¹⁴
- In terms of local clusters, or industry categories that primarily serve residents, the top clusters are Local Health Services (7,650 employees in 2014), Local Hospitality Establishments (4,052 employees) and Local Real Estate, Construction and Development (3,627 employees). The three clusters with the most growth in employment between 2000 and 2014 were Local Financial Services, Local Logistical Services and Local Health Services.¹⁵
- Employment by industry is spread across many categories for the Fort Hall Indian Reservation, indicating a diverse economy and the lack of dependence on a particular industry or employer. Based on the five-year average between 2009 and 2014, Education, Health Care and Social Assistance is the largest sector on the Reservation, providing 21.3 percent of total employment.¹⁶
- Several successful tribal enterprise businesses, and continuing growth – such as casino expansion.
- Established successful tribal-member-owned businesses, including professional services and culturally-based businesses.
- Tribes have conducted and continue to conduct analysis of viability of future economic development projects – for example, a fresh pack potato facility.
- Potential off-reservation development opportunities, such as Lava Hot Springs or the Mountain Home development.

¹⁴ Source: U.S. Cluster Mapping (<http://clustermapping.us>), Institute for Strategy and Competitiveness, Harvard Business School. Copyright © 2014 President and Fellows of Harvard College. All rights reserved. Research funded in part by the U.S. Department of Commerce, Economic Development Administration.

¹⁵ Source: U.S. Cluster Mapping (<http://clustermapping.us>), Institute for Strategy and Competitiveness, Harvard Business School. Copyright © 2014 President and Fellows of Harvard College. All rights reserved. Research funded in part by the U.S. Department of Commerce, Economic Development Administration.

¹⁶ Source: U.S. Census Bureau, 2009-2014 American Community Survey 5-Year Estimates

Social

Tribal Sovereignty

- Self-governance and tribal sovereignty are key to self-determination.

Tribal History and Culture

- Strong cultural heritage, active traditions and strong sense of tribal identity.
- Tribal events, such as the Shoshone-Bannock Festival, Indian Relays, Veterans Wall, Bannock Reunion and Shoshone Bannock Tribes Museum, Boise Valley gathering, and other local/regional festivals, activities and sites.

Tribal Organization

- Long-term investment in tribal government facilities, growing tribal programs and investing in tribal members.
- Tribal members have direct, frequent and multiple ways to access tribal leadership and programs, including through District meetings, Business Council meetings and individual conversations.
- Tribal departments work together to coordinate and prioritize projects. Sample tools for cross-department coordination include: the 5-Year Capital Improvements Plan (CIP), tribal re-organization chart, Integrated Resource Management Plan (IRMP) and this Comprehensive Economic Development Strategy (CEDS).
- Tribes have conducted and continue to conduct analysis of viability of future economic development projects – for example, fresh pack potato facility.

Natural

Natural Resources

- Ninety-eight percent of the approximately 550,000-acre reservation land is owned by the Shoshone-Bannock Tribes, or individual tribal members.
- An abundance of healthy ecosystems and natural resources on the Reservation.
- The region has many agricultural and natural resources including grazing and pasture lands. The Tribes own over 110,000 acres of agricultural land and produce approximately \$75 million in crops annually.
- Large unrestricted tribal water rights.
- Subsurface and geologic resources such as phosphate, limestone, gypsum, flower gold, sand and gravel.
- Integrated Resource Management Plan (IRMP) outlines clear process for assessing impacts from potential projects.
- Conservation Reserve Program (CRP) on tribal lands – a land conservation program administered by the U.S. Department of Agriculture (USDA) to re-establish valuable land cover to help improve water quality, prevent soil erosion and reduce loss of wildlife habitat.

Land Use

- Development of “hub” areas, such as Arbon Valley, Bannock Peak, Rainbow Road, and Sage Hill, on the Reservation where services and infrastructure are located.
- Coordinated planning efforts such as Exit 80 Master Plan and Capital Improvement Plan.

Infrastructure

Housing and Facilities

- Many families own their homes and have no house payments, or have low house payments thanks to rental subsidies or lease-to-own and similar housing programs.
- Planning is underway for an intensive housing survey that would provide much-needed data.

Transportation

- Interstates running east-west (and related highway interchanges), including:
 1. I-86 (runs East-West, from Boise to Pocatello, merges into I15).
 2. I-15 (runs north-south through Pocatello, Fort Hall Indian Reservation, Blackfoot and Idaho Falls).
 3. US Highway 20 (runs from Mountain Home to Idaho Falls, where it becomes US Highway 26).
 4. US Highway 26 (runs from Atomic City through Blackfoot and up through Idaho Falls).
 5. US Highway 30 (runs East-West through Pocatello and Fort Hall Indian Reservation).
- Regional airports.
 6. Commercial Service airports
 7. Pocatello Regional Airport
 8. Idaho Falls Regional Airport
 9. Boise Airport
 10. Nearby general aviation and smaller airports
 11. McCarley Field (Blackfoot)
 12. American Falls Airport
- Shoshone-Bannock Tribes Transit System.
 13. The program currently has four drivers, two dispatchers, a transit coordinator, and serves approximately 144 passengers per week.¹⁷
 14. The Service area covers all five districts of the Fort Hall Indian Reservation, Blackfoot, and provides limited service to Chubbuck. Currently, there is no service to Pocatello.¹⁸
- Railways near and/or that run through Pocatello and Fort Hall Indian Reservation on the following routes:

¹⁷ <http://www.shoshonebannocktribes.com/transportation.html>

¹⁸ <http://www.shoshonebannocktribes.com/transportation.html>

15. Boise to Pocatello
16. Pocatello down to Salt Lake City, Utah
17. Pocatello up to Butte, Montana

Energy and Communications

- Eastern Idaho has potential renewable energy resources, including geothermal, solar and wind that could create opportunities for clean energy production. Idaho ranks sixth in the U.S. for installed capacity by geothermal sources and eighth for hydropower, with some wind in the mix as well. The University of Utah is studying the potential for geothermal in nearby Raft River, Idaho.

Financial

- Gaming revenue provides millions of dollars in annual revenue to the Shoshone-Bannock Tribes and tribal members in the form of programs, services and payouts.

Weaknesses

Human

Health and Wellness

- Health disparities for reservation residents/tribal members including higher than average rates of chronic diseases such as diabetes, obesity, high blood pressure and high cholesterol.
- Higher than average tobacco use for reservation residents/tribal members.
- Higher than average rates of chronic alcohol consumption for reservation residents/tribal members.
- Tribal members' access to benefits depends on location of residency.
- Lack of emergency services.
- Lack of awareness of public safety needs and plans.
- Loss of understanding and practice of traditional activities and ways to make spiritual connections.

Education and Workforce Development

- Many barriers to higher education: no junior college on the Reservation, or good distance learning access. Continuing education is often very expensive. Absence of training/certificates from high school to vocational training.
- There are proportionally fewer reservation residents age 20 to 40, suggesting an outmigration of young workers and limited opportunities for young adults to remain on the Reservation.¹⁹
- Low educational attainment, overall – low high school graduation rates/high drop-out rates and low numbers of college graduates. Low social expectations for educational attainment levels.

¹⁹ Source: U.S. Census Bureau (2000, 2010 data).

- According to workforce participation data, both the “percentage of residents working full time”, and the “percentage of residents participating in the workforce at all” on the Fort Hall Indian Reservation, are significantly lower than rates for the surrounding counties, the state of Idaho and the nation.²⁰
- Lack of available childcare services for working families and full-time students.
- Lack of an adequately trained workforce. Vocational schools do not offer programs that match available employment opportunities. There is a need for more talent, experience and skills that match industry needs.
- Lack of different types of entry level employment positions for skill-building.
- Tribal members do not take full advantage of available job placement opportunities.
- Schools need more skilled and experienced educators.
- Lack of accurate, recent tribal labor force statistics.
- Some residents and leaders in the community have concerns about unequal benefits and poor treatment of women in the workplace.

Business Development

- “Leakage:” goods and services that could potentially be provided by tribal businesses and enterprise are purchased from non-tribal businesses and outside the Reservation.
- Competition and tension between tribal enterprises and tribal-member-owned businesses.
- Need for more business development training and management opportunities, and tribal members engaged in learning about business and management.
- Competition between small businesses and big box stores.
- Difficulty some tribal members have with engaging in e-commerce due to lack of awareness and/or education on web-based tools, lack of access and/or communications infrastructure.
- Employment opportunities on tribally-owned farmland are being outsourced to non-tribal members; only 5.3 percent of individuals living on the Reservation are employed in the occupations of farming, fishing, or forestry.²¹

Social

Tribal Sovereignty

- Sovereign immunity prevents collection of damages in many cases; local tribal courts are often perceived as biased towards the Tribes.
- Importance of maintaining sovereignty can seemingly conflict with partnership opportunities.

Tribal History and Culture

- Difficulties overcoming the impacts of historical trauma from events such as forced adoptions, moving children to boarding schools and the break-up of families.

²⁰ Source: U.S. Census Bureau, 2009-2014 American Community Survey 5-Year Estimates.

²¹ Source: U.S. Census Bureau, 2009-2014 American Community Survey 5-Year Estimates.

- Past government initiatives and interventions impacting tribal ways of life and curtailing self-determination – e.g., ranching and agricultural settlement initiatives that often led to farm foreclosures and loss of semi-nomadic lifestyles and seasonal migrations.

Tribal Organization

- No clear separation between tribal government politics and business decision-making, which creates a climate of uncertainty that is a poor environment for economic development partnerships. Processes can be stymied by changes in leadership. Frequency of Business Council elections and small size of Council can contribute to over-burdened leaders and inefficient governance processes.
- Lack of cohesive inter-tribal departmental vision. Distrust and lack of partnership and collaboration among some tribal departments and organizations.
- Financial processes and decisions lack transparency. Wages for tribal positions are not competitive.
- Current tribal constitution contains boilerplate language that can be restrictive for growth.
- Lack of some kinds of long-range and medium-range coordinating plans such as departmental strategic plan and Comprehensive Plan.
- Restricted access to many areas on the Reservation.

Natural

Natural Resources

- Federal permits; federal ownership triggers need for Environmental Assessments (EAs) or Environmental Impact Assessments (EIS) to comply with the National Environmental Policy Act (NEPA).

Land Use

- Lack of adopted reservation-wide land use plan, zoning and availability of updated land use GIS data.
- Need to coordinate master planning efforts among departments and in some cases, with fee land owners.

Infrastructure

Housing and Facilities

- Housing inventory on the Reservation is aging.
- Housing availability on the Reservation is low and new construction is down.
- Lack of available housing loans for tribal members.
- Lack of sewage and water connections for new housing on the Reservation.
- Homes are built to substandard levels, with poor ventilation and the potential to mold.

Transportation

- Highway exits are under designed, making them unsafe, inefficient and inconvenient for exiting, and a desired increase, semi-trailer truck traffic.

- Roads are not connected.
- Poor road quality and maintenance on the Reservation.
- Lack of public transit and ongoing service gaps.
- Lack of mapping for current infrastructure on the Reservation.

Energy and Communications

- Poor communications services – including cellular coverage, internet, wireless – in many areas.

Financial

- High concentrations of poverty on the Reservation.
- Most tribal member spending occurs off the Reservation.
- Little viable tax base on the Reservation.
- Reliance on federal funding.
- Lack of financial literacy at all ages.
- Need for clear tribal financial goals or performance-based investment.

Opportunities

Human

Health and Wellness

- Regional population growth has potential to increase demand for jobs, housing, services and other opportunities for all individuals.
- Tribal elders are welcome in Area Agency on Aging programs.
- Good collaboration between tribal and non-tribal agencies.
- Opportunities at Idaho schools for training in health care fields such health care management, nursing and technical skills.

Education and Workforce Development

- High numbers of skilled labor and agricultural job opportunities, and opportunities in health care fields.
- Wages are rising within the region.
- Close proximity to postsecondary and higher education at Idaho State University, the Idaho National Laboratory and other regional educational opportunities.

Business Development

- Expansion of gaming operations for the Tribes.
- Increasing regional economic diversity and growth, including rapidly growing high-tech manufacturing and research, technology fields in eastern Idaho.
- Tourism attractions and opportunities (e.g., bus tours during 4th of July events in Blackfoot).
- Collect taxes or fees for investment and development within the Reservation.

- Two traded industry clusters in Eastern Idaho experienced large growth between 2000 and 2014: employment in the Insurance Services cluster increased by 108 percent and Nonmetal Mining increased by 210 percent. Out of the top ten industry clusters in Eastern Idaho, seven have seen employment grow at least fifteen percent since 2000.²²
- Of the top ten locally-traded clusters in Eastern Idaho, which are industry categories that primarily serve residents, employment in six of the clusters grew by 20 percent or more between 2000 and 2014. The highest growth occurred in Local Financial Services (52 percent increase), Local Logistical Services (52 percent increase), and Local Health Services (41 percent increase).²³
- Based on cluster mapping of the dominant industries in Eastern Idaho, the following industry clusters overlap with existing regional industries and have potential to grow: Recreational Goods, Plastics, Education, Business Services, Communications and Medical Devices.²⁴

Social

Tribal Sovereignty

- Local jurisdictions and partner organizations are aware of, support and recognize the importance of Tribes' sovereign status.
- Challenge to Idaho Public Law 280 could allow increased autonomy for Tribes and access to money for essential services.

Tribal History and Culture

- Opportunities to share history and culture with non-tribal members and a potentially growing interest regionally, statewide and nationally in learning about tribal history and the situations of tribes today.
- Opportunity to increase communications with tribal members and identify incentives and programs to attract tribal members that currently live off the Reservation to live, work and/or own and operate a business on Fort Hall Indian Reservation.

Tribal Organization

- Growing regional coordination and support for partnerships with Tribes.
- CEDS Committee engagement and potential to remain vested and become a CEDS Implementation Team, combine efforts with region's CEDS. This presents an opportunity to advocate for region-wide, coordinated priorities at the state level.
- Invite Tribes to annual Idaho Council of Governments conference.

²² Source: U.S. Cluster Mapping (<http://clustermapping.us>), Institute for Strategy and Competitiveness, Harvard Business School. Copyright © 2014 President and Fellows of Harvard College. All rights reserved. Research funded in part by the U.S. Department of Commerce, Economic Development Administration.

²³ Source: U.S. Cluster Mapping

²⁴ Source: U.S. Cluster Mapping

Natural

Natural Resources

- Water resources, including potential development of a “Water Hub” concept – use water rights to attract water intensive businesses without impacting the Tribes.
- Opportunity to expand recreational opportunities – not only hunting and fishing, but also activities such as biking, hiking, horseback riding, bird watching, camping and winter sports.
- Opportunity to diversify and expand agricultural activities:
 - Organic farming.
 - Buffalo herd.
 - Fresh pack potato operation.
 - Hemp paper and industrial cannabis.

Land Use

- Opportunity to collect additional taxes or fees for development on tribal lands.
- Coordinate land planning activities.

Infrastructure

Housing and Facilities

- Based on historic age and sex trends, there may be up to 700 to 900 new heads of household living on Fort Hall Indian Reservation over the next ten to twenty years (excluding potential decreases tied to morbidity and/or other reasons individuals may choose to leave Fort Hall). These new households are potential future renters and homeowners and need affordable housing options on the Reservation.²⁵

Transportation

- Focus and development of the Exit 80 Master Plan.
- Business/industrial park and/or other development (such as a tribally-run casino operation or arts and crafts store) at the Pocatello Regional Airport.

Energy and Communications

- Concept for a wireless community partnership. Cell and wireless providers are interested in partnering with the Tribes for relay stations and other infrastructure for the Reservation.
- Photovoltaic potential from solar power for rural utilities. Geothermal energy. Wind energy.

Financial

- Free Trade Zone designation.
- The Tribes could establish a Community Development Financial Institute (CDFI) to finance loans for low-income residents who want to open a business, develop real estate, establish a

²⁵ Source: forecasts based on 2010 U.S. Census and tribal enrollment data. For a more detailed discussion, see the “Demand for New Housing” section of the Demographic and Economic Profile.

nonprofit, expand an existing business and more. CDFIs seek to be profitable but not profit-maximizing by prioritizing community needs.

Threats

Human

Health and Wellness

- Gay Mine, an abandoned and dangerous mine, needs reclamation.
- Negative impacts to crime and population health due to illegal drug use, substance abuse, and other health challenges.
- Health care is largely federally funded and is dependent on federal government budgeting, which is vulnerable to changing national politics.
- No nearby medical school for physician training.
- As baby boomers age, there will likely be an increase in demand for senior services and housing on the Reservation.

Education and Workforce Development

- Brain drain from Eastern Idaho to other parts of Idaho and other states, due in part to non-competitive wages and to other areas being more strategic and collaborative about economic development.
- Disparately underemployed and unemployed residents/tribal members compared to other Eastern Idaho communities and counties.
- Need for increased communication and coordination between industry and higher education institutions.
- History and culture of Tribes is not taught as part of the standard curriculum, which contributes to lack of understanding of tribal history and values.
- Many employment opportunities are seasonal.

Business Development

- Need for a “climate of certainty” for business dealings between the Tribes and non-tribal partners.
- Eastern Idaho is a “digital desert” – communications connectivity needs improvement.
- Competition from online retail/shopping opportunities and other service centers such as Twin Falls, Boise and Salt Lake City.
- Of the top ten traded industry clusters in Eastern Idaho, three experienced significant losses in total employment between 2000 and 2014: Information Technology and Analytical Instructions (declined 73 percent), Upstream Chemical Products (declined 57 percent) and Transportation and Logistics (declined 24 percent).²⁶

²⁶ Source: U.S. Cluster Mapping (<http://clustermapping.us>), Institute for Strategy and Competitiveness, Harvard Business School. Copyright © 2014 President and Fellows of Harvard College. All rights reserved. Research funded in part by the U.S. Department of Commerce, Economic Development Administration.

Social

Tribal Sovereignty

- Lack of understanding, experience or appreciation on the part of some local jurisdictions and partners about the potential advantages of working with a sovereign tribal nation, and how to engage with the Tribes.
- History of land ownership and legal standing on specific projects can be a source of tension, e.g., Pocatello Airport, which is located on formerly reservation lands.

Tribal History and Culture

- Lack of understanding about historical trauma and its impacts. Need for long-term and ongoing commitment to acknowledge past trauma and work to heal relations with Tribes.
- Some business or enterprise opportunities conflict with cultural values or priorities – e.g., recreational skiing on Mt. Putnam or allowing other recreational activities by non-tribal members on the Reservation.

Tribal Organization

- Lack of education and understanding about tribal government structure and processes.
- Lack of regular leadership forum for regional coordination and communications.
- Political tensions between tribal and other local governments. Need to overcome some distrust between tribal government and non-tribal entities.
- Lack of a regional brand and message; there is a need to identify and better market Eastern Idaho's unique qualities and attractions.

Natural

Natural Resources

- Pollutants from existing and previous manufacturers. Abandoned FMC phosphorus facility (a designated Superfund site) poses environmental and health threats to surrounding communities and Fort Hall Indian Reservation residents.
- Increasing droughts in the West could jeopardize water intensive industries.
- Increasing spread of non-native (invasive) weeds, especially the White Byrnia.
- Potential federal decommissioning of conservation reserve program lands.

Land Use

- Lack of a large urban center in Eastern Idaho.

Infrastructure

Transportation

- Non-automotive forms of transportation are not well supported on the Reservation, or in the region generally.

Energy and Communications

- Poor communications services – cellular coverage, internet, wireless – in many areas.

- No statewide renewable portfolio standard to incentivize alternative energy development.

Financial

- Difficulty accessing credit and financial assistance when purchasing property on the Reservation due to restrictions on using land as collateral, and other legal constraints on conventional lending.

DRAFT



Chapter 4: Goals, Objectives and Strategies

Introduction

This section describes the goals, objectives and strategies the Shoshone Bannock Tribes have developed, assessed and agreed upon that will strategically strengthen the Tribes economically. These goals were developed after extensive consultation with The Shoshone Bannock Tribes Business Council and CEDS Committee members (meetings in May, June and August 2016 and March, April and June 2017); feedback from membership within each of the Tribes' five districts via survey and discussion at District meetings (July 2016 and April 2017); more than 40 interviews with tribal and regional stakeholders (February through August 2016); an extensive data review (see the appendix); a reservation-wide housing survey conducted in January 2017; and a review of past and existing community and regional planning documents (see bibliography in Appendix D).

Each goal area includes specific objectives, and each objective identifies strategies designed to accomplish the objectives. In this document, *strategies* encompass both *initiatives and actions* involving policy changes, communication, coordination, planning and similar efforts, and *projects*, which are “bricks and mortar” efforts. This chapter includes all proposed strategies for each goal and objective; priority strategies are indicated with a bold “Priority” in the left-hand column.

The six goal areas identified by the Tribes are:

GOAL #1: Strengthen Capacity for Self-Determination and Productive Partnerships – Promote Good Governance.

GOAL #2: Properly Conduct Planning and Zoning for Land Use and Carefully Manage Natural Resources.

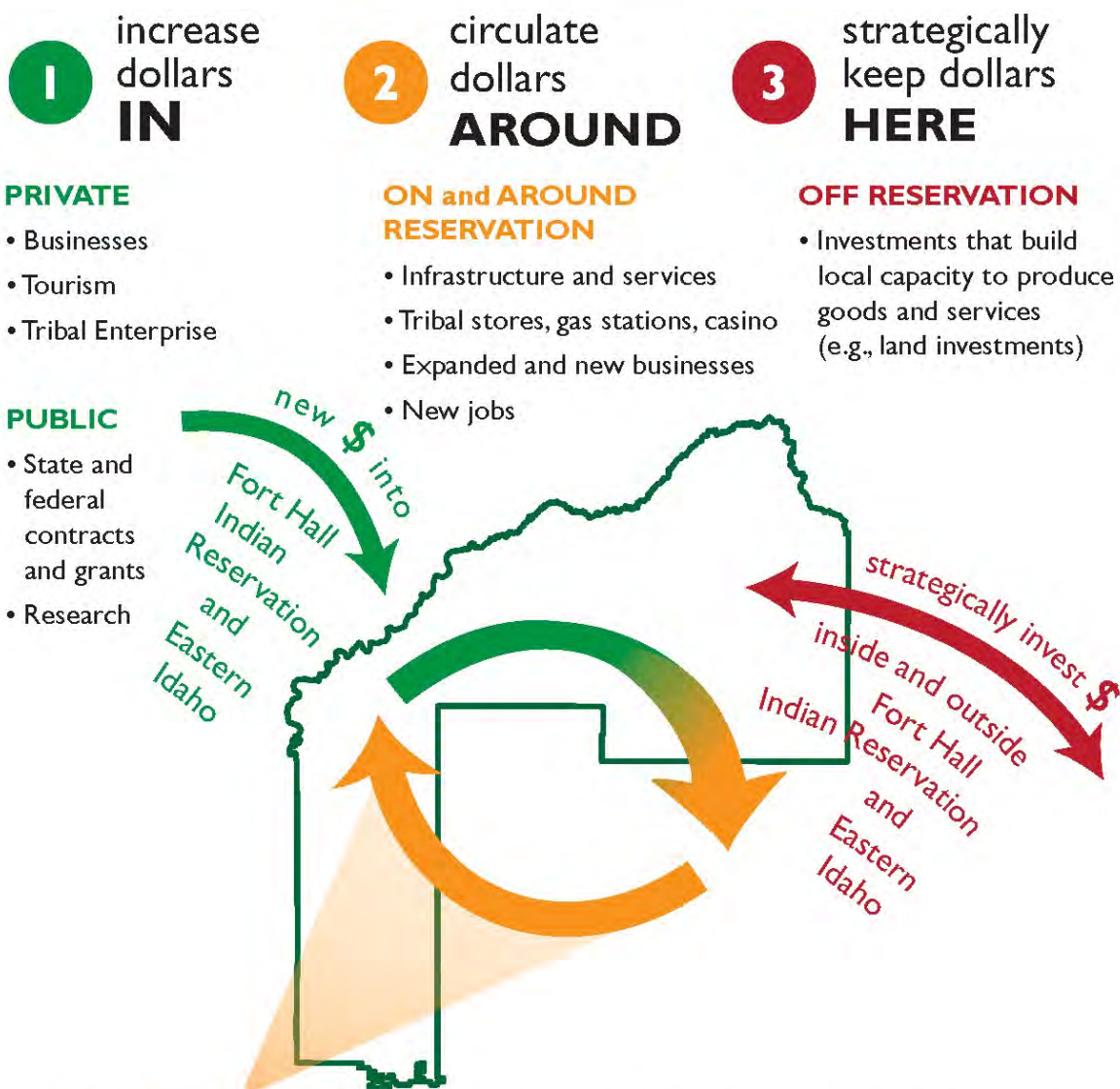
GOAL #3: Promote Healthy People and Tribal Wellness.

GOAL #4: Strengthen Traditional and Non-Traditional Businesses and Develop a Stronger Workforce.

GOAL #5: Support the Development, Maintenance and Improvement of Critical Infrastructure.

GOAL #6: Ensure Safe, Affordable, On-Reservation Housing Options are Available for All Residents.

3 STEPS for BUILDING a **POWERFUL** LOCAL and REGIONAL ECONOMY



RESULT: increased wealth on Reservation and in Region

The objectives and strategies within each goal area are elaborated below. All strategies identified in the CEDS are designed to create jobs, train workers, grow revenues and wealth, increase tribal capacity to accomplish needed projects, or strengthen regional partnerships. Some strategies have been identified as priorities based on the following criteria. The project:

- Is initiated and already an identified priority.
- Is feasible/accomplishable.
- Is likely to have significant economic impact.
- Is a "critical path" or necessary step to complete before the Tribes and/or partners can move forward on other projects.
- Addresses an issue that significantly impacts the livelihood and health of the Tribes and/or partners.
- Has a clear champion that will lead and support one or more project phases and actions.

Priority strategies include a combination of physical, bricks and mortar strategies (capital projects), plus programmatic and “soft” strategies that support **good governance (GG)** and **business development (BD)**. The bricks and mortar projects are divided into **economic development (ED)** and **community development (CD)**. The bricks and mortar strategies are listed in order of priority in the table below; good governance and business development strategies are not in priority order.



Bricks and Mortar Strategies (Prioritized)

Economic Development (ED)	Community Development (CD)
<ol style="list-style-type: none"> 1. Implement existing 2014 Corporate Charters as holding companies. <i>Strategy 1.B.1.</i> <ul style="list-style-type: none"> • Establish tribal farming company, SBA 8(a) by: <ul style="list-style-type: none"> ○ Assuming tract leases subject to expire. “Farm it ourselves and/or through partnership agreement.” ○ Creating partnership agreement from one joint venture agreement. ○ Establishing business plan with marketing strategy. ○ Creating fresh pack potato facility. • Establish tribal housing fabrication facility with: <ul style="list-style-type: none"> ○ Feasibility, business plan, and A/E. 	<ol style="list-style-type: none"> 1. Approve by policy a Tribal Capital Investment Program (TCIP). <i>Strategy 1.A.2</i> <ul style="list-style-type: none"> • Phase in over 5 years, a multitude of projects. <ul style="list-style-type: none"> ○ New gym and community center in the Gibson District. ○ New police and fire substations in Bannock Creek and Fort Hall Districts. • Requires rolling over existing program funding and adding into project budget to complete. 2. Implement Exit 80 Master Plan elements related to providing needed reservation infrastructure. <i>Strategy 5.A.3.</i> <ul style="list-style-type: none"> • Develop infrastructure in and around Exit 80, roads, curb and gutter, water/sewer, fiber optics, etc. • Develop cultural and language preservation center. <ul style="list-style-type: none"> ○ Construct new fire station.

<ul style="list-style-type: none"> • Establish tribally-owned construction company, SBA 8(a) with: <ul style="list-style-type: none"> ○ Feasibility, business plan, and A/E. <ol style="list-style-type: none"> 2. Move forward with Phase 3 gaming expansion at Fort Hall Indian Reservation. <i>Strategy 5.A.1.</i> <ul style="list-style-type: none"> • Develop destination resort with waterpark, 2/3-star hotel, family entertainment complex, world class golf course. Feasibility, Business Plan, and A/E. 3. Implement Exit 80 Master Plan economic development elements to create a destination resort. <i>Strategy 5.A.2.</i> <ul style="list-style-type: none"> • Eagle Road business park. • CDFI/business incubator. • Relocate RV park. 4. Prioritize (via a pre-feasibility analysis) and pursue business development opportunities identified in the 2015 <i>Regional Water Hub of Commerce</i> study. <i>Strategy 2.B.1.</i> 5. Construct a regional waste-to-energy facility/incinerator. <i>Strategy 5.D.1.</i> 6. Establish a Free Trade Zone. <i>Strategy 1.C.1.</i> <ul style="list-style-type: none"> • Develop an automated state-of-the-art regional warehousing, distribution and fulfillment site. 	<ol style="list-style-type: none"> 3. Develop reservation-wide broadband internet service. <i>Strategy 5.C.1.</i> 4. Develop Tribal Wellness Center(s). <i>Strategy 3.A.1.</i> 5. Develop a tribal medical campus. <i>Strategy 3.C.1.</i> <ul style="list-style-type: none"> • Develop a transitional rehabilitation and assisted living center. • Develop a Tribally-owned reservation-based behavioral and medical health practice that addresses gaps in the continuum of care/other needs and generates revenue. Example services include: substance abuse treatment/recovery center, ultrasound, podiatry, pre-employment drug-screening, and services to underserved/undertreated populations including elders and incarcerated individuals.
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Business Development Strategies (BD) – not in prioritized order

- Develop a coordinated marketing plan; support and develop culturally-appropriate tourism opportunities and improvements along the I-15 corridor. *Strategy 1.C.3.*
- Establish a Native Community Development Financial Institution (CDFI) to increase access to financial resources and promote economic prosperity. *Strategy 4.B.1.*



Good Governance Strategies (GG) – not in prioritized order

- Develop and implement a clear, transparent fiscal plan for the Tribes. *Strategy 1.A.1.*
- Implement a revised tribal organizational chart to create clarity for tribal members and partners, and efficiency for governance. *Strategy 1.A.3.*
- Further develop Tribal Planning Department and planning tools. *Strategy 2.A.1.*
- Create a culturally appropriate and vetted educational program/curriculum on Shoshone-Bannock history, language and culture. *Strategy 3.B.1.*
- Support youth-focused cultural/wellness programs. *Strategy 3.B.2.*
- Provide Sho-Ban Jr./Sr. High School students with increased opportunities and exposure to career-oriented courses and programs that align with local and regional industry needs. *Strategy 4.A.1.*
- Develop and implement a workforce development strategic plan based on industry. *Strategy 4.A.2.*
- Educate Eastern Idaho non-tribal partners on tribes. *Strategy 4.A.3.*
- Identify and assess existing land ownership, land use and potential further development and growth along the reservation road line near City of Chubbuck. *Strategy 5.B.2.*
- Create a comprehensive tribal housing division that addresses housing needs at all income levels. Combine the Tribal Housing Opportunities Program and Tribal Housing Authority to form the Tribal Housing Division. *Strategy 6.A.1.*
- Develop subdivisions in accordance with smart growth principles. *Strategy 6.A.2.*
- Provide resources for needed housing renovations. *Strategy 6.A.3.*
- Expand residency to include ceded lands. *Strategy 6.A.4.*

Detailed information on priorities can be found in the Chapter 5 Implementation Plan.

Shared Economic Vision

[vision statement to be finalized with Tribes]

Goal #1: Strengthen Capacity for Self-Determination and Productive Partnerships – Promote Good Governance.

Overview

The Shoshone-Bannock Tribes have a long history of defending their right to self-determination and making their own success. Part of maintaining this ability and directing tribal prosperity lies in continuing to build the Tribes' capacity to manage its reservation lands and programs, promote successful ventures and support the prosperity of its people. Tribal members in every district are strongly engaged and invested in making decisions about their future.

The Tribes' economic development track record includes a significant number of successful business ventures (such as their hotel and casino) and infrastructure projects and services. When these projects are led and controlled by the Tribe, they are often successful. Projects that necessitate working with partners, however, can have mixed results, particularly when the Tribes must work with entities that have competing interests or where cultural values among the partners are not well aligned. Similarly, the Tribes' internal organizational functionality is mixed. Areas for improvement include increasing financial and decision-making transparency, more interdepartmental communication and long-range and strategic planning.

Active conversations within the Tribes about whether specific economic development opportunities and projects are consistent with tribal cultural values should be encouraged as a starting point for vetting projects. Also, separating business and enterprise endeavors from the tribal governance structure is a necessary step for more effective economic activities and building partner confidence. Focusing on ways to bridge understanding and build successful relationships with potential partners to accomplish specific projects is a critical next step. The Tribes have committed to this in their CEDS; building strong partnerships throughout the region is a driving force behind many CEDS strategies.

There are many elements in place to strengthen the Tribes' capacity for economic success and productive partnerships, including:

- An increasing sense of mutuality among entities in the region.
- Surrounding communities are supporting the Tribes by providing housing, jobs, products and services for tribal members; tribal and non-tribal populations are already working together and mixing with each other in many realms. The Tribes and their partners can build on this by increasing education to non-tribal partners on tribal history, cultural norms and values, and how to effectively work with the Tribes.
- The Tribes' sovereign status, which offers investment and economic opportunities that are unavailable to other types of jurisdictions.

- Some traditional financial mechanisms are not available to the Tribes. Tribes are land- and cash-rich, but have difficulty securing some kinds of credit and financing. This is an area where partners may be able to offer assistance and benefit to the Tribes.
- Successfully completing a new project with a non-tribal partner(s) that has significant economic impact for the region is likely to catalyze more productive partnerships and build faith and confidence in future joint ventures.

GOAL #1: Strengthen Capacity for Self-Determination and Productive Partnerships.

Objective A	Maintain healthy tribal government.
GG PRIORITY <i>Strategy 1.A.1</i>	<p>Develop and implement a clear, transparent fiscal plan for the Tribes.</p> <ul style="list-style-type: none"> • The plan should identify how revenue is reinvested in tribal member education, training, and workforce development; housing; community infrastructure; health and wellness. • Establish mechanisms for communication and coordination among departments to facilitate decision-making and prioritization about key projects and revenue-generating activities, and identify potential regional and federal funding opportunities and partners.
CD PRIORITY #1 <i>Strategy 1.A.2</i>	<p>Approve by policy a Tribal Capital Investment Program (TCIP).</p> <ul style="list-style-type: none"> • The TCIP is a multi-year major budgetary planning document that covers a six-year period and is updated every two years. • Project categories include: district improvement and investment; economic development; general government; housing and community development; maintenance/minor capital; park acquisition and development; public safety; transportation; water, sewer, and stormwater drainage.
GG PRIORITY <i>Strategy 1.A.3</i>	<p>Implement revised tribal organizational chart to create clarity for tribal members and partners, and efficiency for governance.</p>
Objective B	Improve organizational effectiveness and capacity for economic development activities.
ED PRIORITY #1 <i>Strategy 1.B.1</i>	<p>Implement Existing 2014 Corporate Charters as Holding Companies (reassign business decisions from the Business Council to corporate charter board[s]).</p> <ul style="list-style-type: none"> • Establish tribal farming company, SBA 8(a) by: <ul style="list-style-type: none"> ○ Assuming tract leases that are subject to expire. “Farm it ourselves and/or through partnership agreement.” ○ Creating partnership agreement(s) from one joint venture agreement. ○ Establishing a business plan with marketing strategy. ○ Creating a fresh pack potato facility. <i>See also Strategy 2.B.3</i> • Establish a tribal housing fabrication facility with a feasibility study, business plan, and architectural and engineering (A/E) services. <i>See also Strategy 6.C.1</i>

	<ul style="list-style-type: none"> Establish a tribally-owned construction company, SBA 8(a) with a feasibility study, business plan, and architectural and engineering (A/E) services.
<i>Strategy 1.B.2</i>	Evaluate current spending policies to create reliable mechanisms for funding critical infrastructure (e.g., allocate a higher percentage of gaming revenue to critical infrastructure and a lower percentage to per capita payments to tribal members).
<i>Strategy 1.B.3</i>	Evaluate tribal employment and hiring practices for efficiency and effectiveness. Consider expanding tribal employment opportunities to qualified non-tribal applicants.
Objective C	Invest in the Tribes and the region through profitable joint ventures and other business relationships.
ED PRIORITY #6 <i>Strategy 1.C.1</i>	<p>Establish a Free Trade Zone, working with non-tribal partners.</p> <ul style="list-style-type: none"> Take advantage of Eastern Idaho's rich transportation infrastructure, regional location, and low congestion to develop an automated warehouse serving an increasing demand for shipping. Incorporate smart buildings, freight and vehicles to automate many of the functions of the warehousing, including inventory organization, delivery, and shipment. Opportunities include: <ul style="list-style-type: none"> Develop a small area plan at Exit 49 (Rainbow Road) area. Airfreight terminal at Pocatello Regional Airport. Commercial development near the southern part of Blackfoot, Idaho. Develop intergovernmental agreements and collaboratively master plan.
BD PRIORITY <i>Strategy 1.C.2</i>	<p>Develop a coordinated marketing plan; support and develop culturally-appropriate tourism opportunities and improvements along the I-15 corridor.</p> <ul style="list-style-type: none"> Develop a coordinated marketing plan for the Shoshone-Bannock Hotel and Fort Hall Casino. Work with regional partners (e.g., continued participation in Lava Yellowstone tourism group) to develop culturally-appropriate tourism and recreation opportunities that link the Shoshone-Bannock Tribes with other I-15 corridor activities. Examples include: <ul style="list-style-type: none"> Increase promotion of Indian Relays. Offer agricultural facility and farm tours. Increase advertising and marketing efforts with strategic billboards along the corridor (e.g., highlight Indian Relays). Provide a child care center and/or other family-friendly activities at the casino. Move the veterans wall to Exit 80 area. Redevelop the festival grounds and racetrack. Add a buffet to the hotel or casino.
BD PRIORITY <i>Strategy 1.C.3</i>	<p>Develop a coordinated marketing plan; support and develop culturally-appropriate tourism opportunities and improvements along the I-15 corridor.</p>

	<ul style="list-style-type: none"> • Develop a coordinated marketing plan for the Shoshone-Bannock Hotel and Fort Hall Casino. • Work with regional partners (e.g., continued participation in Lava Yellowstone tourism group) to develop culturally-appropriate tourism and recreation opportunities that link the Shoshone-Bannock Tribes with other I-15 corridor activities. Examples include: <ul style="list-style-type: none"> ○ Increase promotion of Indian Relays. ○ Offer agricultural facility and farm tours. ○ Increase advertising and marketing efforts with strategic billboards along the corridor (e.g., highlight Indian Relays). ○ Provide a child care center and/or other family-friendly activities at the casino. ○ Move the veterans wall to Exit 80 area. ○ Redevelop the festival grounds and racetrack. ○ Add a buffet to the hotel or casino.
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Goal #2: Properly Conduct Planning and Zoning for Land Use and Carefully Manage Natural Resources

Overview

Managing natural resources and carefully planning land uses on the Fort Hall Indian Reservation is both economically advantageous and aligned with the historical and cultural values of the Shoshone-Bannock Tribes. Significant time and resources have been invested in creating several different land use and sustainability management plans that should be built upon to create a more seamless, coordinated approach to land use, and to synchronize the ways in which land use and natural resource policies, plans and regulations are created, administered and implemented.

This goal and associated strategies highlight the need for increased coordination among the Tribal Planning Department, the Land Use Policy Commission (LUPC), and the Shoshone-Bannock Tribes Business Council, as well as other tribal departments and programs. Together, Planning, LUPC and the Business Council have the potential to secure sustainable and economically viable development and growth and sustainable land use managements practices for many generations. Cross-entity coordination is essential to this success.

Another strong aspect of the Tribes' approach to land use and management is their Integrated Resource Management Plan (IRMP), which will serve as a land management tool for the Tribes; however, formal adoption by the business council is essential. This plan, once adopted and implemented, provides a framework that can be used to evaluate land use and natural resource management decisions in a consistent, rational and sustainable manner.

GOAL #2: Properly Conduct Planning and Zoning for Land Use and Carefully Manage Natural Resources.

Objective A	Improve tribal systems for land management, planning and coordination.
GG PRIORITY <i>Strategy 2.A.1</i>	<p>Further develop Tribal Planning Department and planning tools.</p> <ul style="list-style-type: none"> • Develop and implement a new planning and zoning ordinance that includes a zoning structure, reservation-wide zoning map and future land use map, and a permitting process. • Establish a Tribal Planning and Zoning Commission. Among its duties, the Planning and Zoning Commission would review and approve permits and advise the Tribal Planning and Zoning Department. • Reorganize the Tribal Planning Department into the Tribal Planning and Zoning Department, and add positions to provide services in the following areas: <ul style="list-style-type: none"> ○ Surveying and mapping ○ Geographic Information Systems (GIS) ○ Construction Services ○ Code Enforcement and Compliance ○ Building Permit and Inspection Specialist ○ Additional planner and administrative positions • Develop a permitting checklist and identify a clear point of contact to orient non-tribal partners about the Tribes' planning and development procedures.
<i>Strategy 2.A.2</i>	<p>Strategically develop tribally-owned land outside reservation boundaries.</p> <ul style="list-style-type: none"> • Develop an inventory of tribally-owned lands off the Reservation to assess size, condition, and potential opportunities.
<i>Strategy 2.A.3</i>	<p>Adopt and follow the Integrated Resource Management Plan (IRMP) that includes establishing a Tribal Natural Resource Division or Department.</p>
Objective B	Manage land and natural resources to sustain traditional uses, promote vibrant and healthy places, and increase economic opportunity.
ED PRIORITY #4 <i>Strategy 2.B.1</i>	<p>Prioritize (via a pre-feasibility analysis) business development opportunities identified in the 2015 Regional Water Hub of Commerce study and pursue the most promising opportunity.</p> <ul style="list-style-type: none"> ○ Electric Power Generation, Transmission, and Distribution ○ Grain and Oilseed Milling ○ Dairy Product Manufacturing ○ Fruit and Vegetable Preservation and Specialty Food Manufacturing ○ Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing ○ Animal Food Manufacturing ○ Data Processing, Hosting, and Related Services ○ Beverage and Tobacco Products ○ Crop Production ○ Animal Production and Aquaculture

Strategy 2.B.2	<p>Address longstanding environmental hazards to improve and protect the health of local natural resources.</p> <ul style="list-style-type: none"> • Advocate for and track progress on clean-up at the superfund site at Simplot. • Gay Mine Reclamation • Create an administrative structure that would support integrated resource management, governmental transparency, and efficiency. • Perform regular monitoring and wildlife data collection to ensure the continued health of the ecosystem on the Reservation.
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Goal #3: Promote Healthy People and Tribal Wellness.

Community health and wellness can have a significant impact on a community or Tribe's productivity, innovation, and overall economic prosperity. Promoting health and wellness for the Shoshone and Bannock people in and around Fort Hall Indian Reservation includes both physical and mental health, along with community/social and cultural health, and safety.

- **Physical and Mental Health:** Community health data shows that American Indians in Idaho, including Shoshone-Bannock tribal members, have higher than average rates of preventable diseases such as diabetes, cardiovascular disease, hypertension, and cancer. This goal area includes reducing the rates of preventable diseases, expanding quality life years, and reducing childhood mortality rates. To help ensure that this goal is met, the Tribe will need to provide good access to primary care facilities, behavioral health services, and disease prevention programs. This strategy also encourages the Tribes to increase opportunities for physical activity and to increase education and awareness of the importance of eating a healthy diet. A growing body of health data shows that American Indian Youth, including the Shoshone-Bannock tribal youth, are disproportionately at risk of developing preventable diseases such as diabetes and obesity, which can have long-term effects on their livelihoods. Part of this health promotion goal will be served through the construction of a community recreation center, a larger better-stocked grocery store, and health and wellness programming. While the Tribes have good access to health services and prevention programs with their two clinics, a regional hospital (in Pocatello) and plans for a Wellness Center, the Tribes could benefit from increased health services on the Reservation, as well as additional prevention and wellness programming. Additionally, integrating access to bike lanes, walking and running trails, and outdoor community play and gathering spaces would further encourage healthy, active lifestyles tribal members.
- **Community and Cultural Health and Wellness:** Preserving cultural health and wellness is an important aspect of life on the Fort Hall Indian Reservation. Providing programing and educational opportunities to preserve cultural heritage, promote a sense of pride in tribal heritage and traditional practices, while simultaneously growing a sense of community and family are important to the Tribes. Additionally, this goal area seeks to promote community and regional healing by building strong personal and economic bridges. This healing process also includes cultivating environmental health and completing remediation efforts for

damaged sites, such as the Gay Mine superfund site, that pose potential health risks to the Tribes' people and serve as reminders of failed agreements.

- **Crime and Safety:** In addition to physical and mental health, economic prosperity relies on tribal members living in a safe environment where people all ages, genders and races feel secure and welcome. The Tribal Justice Center and law enforcement services help promote a safe living and working environment.

GOAL #3: Promote Healthy People and Tribal Wellness.	
Objective A	Promote healthy lifestyles, wellness, sense of security and healing in a centralized facility on-reservation.
CD PRIORITY #4 <i>Strategy 3.A.1</i>	Develop Tribal Wellness Center(s). <ul style="list-style-type: none"> • Identify the overall vision, programming and potential phases of the center.
Objective B	Continue strong cultural traditions and understanding of heritage and tribal history.
GG PRIORITY <i>Strategy 3.B.1</i>	Create a culturally appropriate and vetted educational program/curriculum on Shoshone-Bannock history, language and culture. The primary purpose is to use materials to educate young tribal members in Sho-Ban schools. The secondary purpose, if appropriate and supported by tribal leadership, is to educate non-tribal youth and other Idaho residents on the Shoshone-Bannock Tribes.
GG PRIORITY <i>Strategy 3.B.2</i>	Support youth-focused cultural/wellness programs.
<i>Strategy 3.B.3</i>	Actively preserve knowledge of Bannock and Shoshone language. <ul style="list-style-type: none"> • Move forward with the Administration for Native Americans Native Language Community Coordination Demonstration Project.
Objective C	Improve access to lifelong, comprehensive, culturally-appropriate health services.
CD PRIORITY #5 <i>Strategy 3.C.1</i>	Develop a tribal medical campus. Potential components include: <ul style="list-style-type: none"> • Develop a transitional rehabilitation and assisted living center. • Develop a Tribally-owned reservation-based behavioral and medical health practice that addresses gaps in the continuum of care/other needs and generates revenue. Example services include: substance abuse treatment/recovery center, ultrasound, podiatry, pre-employment drug-screening, and services to underserved/undertreated populations including elders and incarcerated individuals.

Goal #4: Strengthen Traditional and Non-Traditional Businesses and Develop a Stronger Workforce.

Overview

Population and visitation is growing in Eastern Idaho, and with it, economic opportunity. This regional growth can help sustain enterprises and development that will capture regional spending and provide additional income and opportunities to all Shoshone-Bannock tribal members. To accomplish this goal, tribal leadership fosters entrepreneurship by: (1) operating tribally-owned enterprises, and (2) encouraging and supporting private business investment, particularly investment and entrepreneurship by tribal members. The goals in this area are designed to increase the successes of and launch new tribal enterprises, while also reducing barriers and helping to promote private business operated by tribal members, both on and off the Reservation.

Additionally, the Tribes invest in the development of a stronger workforce through training and educational opportunities. Creating a stronger, more skilled workforce will contribute to a prosperous economic environment on the Fort Hall Indian Reservation.

GOAL #4: Strengthen Traditional and Non-Traditional Businesses and Develop a Stronger Workforce.

Objective A	Increase tribal and regional coordination on workforce and economic development.
GG PRIORITY <i>Strategy 4.A.1</i>	Provide Sho-Ban Jr./Sr. High School students with increased opportunities and exposure to career-oriented courses and programs that align with local and regional industry needs. <ul style="list-style-type: none"> Expand existing vocational and technical training opportunities at Sho-Ban Jr./Sr. High School. Develop a robust job shadowing program with tribal departments and other local/regional industry partners.
GG PRIORITY <i>Strategy 4.A.2</i>	Develop and implement a workforce development strategic plan based on industry needs. <ul style="list-style-type: none"> Conduct an internal educational assessment. Support implementation of the workforce study.
GG PRIORITY <i>Strategy 4.A.3</i>	Educate Eastern Idaho non-tribal partners on Tribes. <ul style="list-style-type: none"> Work with local school districts and municipalities to develop and deliver a curriculum on “the history of” and “how to work with” Shoshone-Bannock Tribes/tribal entities. Example: Use existing Tribes’ “Treaty Rights” seminar.
<i>Strategy 4.A.4</i>	Partner with Idaho State University, Idaho National Laboratory and other regional entities to increase training and workforce development opportunities in secondary and postsecondary learning institutions. Potential actions include: <ul style="list-style-type: none"> Develop and implement “soft skills” training curriculum for all new tribal employees. Develop introductory courses in technical trades such as plumbing, welding, phlebotomy, nursing, internet commerce, etc.

	<ul style="list-style-type: none"> • Create a tribal college located on the ISU campus, or create an ISU branch on the Reservation. • Expand offerings at Eastern Idaho Tech to meet industry needs. • Prepare regional youth for potential internships (350 available every year) and career path employment at INL.
Objective B	Support thriving tribal business development and entrepreneurship on and off the Reservation.
BD PRIORITY <i>Strategy 4.B.1</i>	Establish a CDFI focused on financing small business development and housing renovations. <i>See also Strategy 5.A.1 for details on Eagle Road Business Park.</i>
Objective C	Invest in an educated, motivated workforce.
<i>Strategy 4.C.1</i>	Create a joint workforce development training facility.
Objective D	Tribal members have basic financial skills and access to financial services.

Goal #5: Support the Development, Maintenance and Improvement of Critical Infrastructure.

Overview

To grow economic prosperity on the Fort Hall Indian Reservation, the community needs a strong foundation of crucial infrastructure, amenities, services and supports. Working, reliable infrastructure – such as energy, communications, transportation, emergency response and waste management systems – are necessary components for business development. This investment builds upon itself: as the local economy thrives, additional resources can be invested in community facilities and services to strengthen the community.

The Tribes already invest heavily in infrastructure on the Reservation. Many of the strategies listed in this goal area have been in planning and development for many years and are now coming to fruition. Additionally, many of these strategies help promote the success of other goal areas. For example, the construction and availability of high speed internet infrastructure is a keystone for the success of education and workforce training opportunities.

The Tribes are in an advantageous position in that they manage and operate many facilities and systems already. Regional partnerships and financial collaborations will enhance the realization and full potential of many of the identified priority strategies.

GOAL #5: Support the Development, Maintenance and Improvement of Critical Infrastructure.

Objective A	Further develop the Fort Hall Indian Reservation commercial and community hubs.
ED PRIORITY #2 <i>Strategy 5.A.1</i>	<p>Move forward with Phase 3 Gaming Expansion at the Fort Hall Indian Reservation. Plan, research and secure funding to complete Phase 3 development at the Shoshone-Bannock Hotel and Fort Hall Casino, including demolishing the existing casino to create space for:</p> <ul style="list-style-type: none"> • Casino/gaming expansion • Waterpark • 2/3-star hotel • Family entertainment complex • World-class golf course
ED PRIORITY #3 <i>Strategy 5.A.2</i>	<p>Implement Exit 80 Master Plan economic development elements to create a destination resort:</p> <ul style="list-style-type: none"> • Relocate the RV park • Eagle Road Business Park – As identified in the 2010 Comprehensive Plan, this business park would include: a business incubation space that provides incentives, programs and tools for tribal member entrepreneurs; an automotive center; retail shopping opportunities; and a grocery store development and/or expansion of the existing Trading Post. • CDFI/business incubator
CD PRIORITY #2 <i>Strategy 5.A.3</i>	<p>Implement Exit 80 Master Plan elements related to providing needed reservation infrastructure. This strategy includes improving and expanding needed infrastructure and services at Exit 80. Improving utilities and the physical environment will support efforts to establish Exit 80 as a destination resort and provide needed services to residents and visitors.</p> <ul style="list-style-type: none"> • Water and sewer development and upgrades • Asphalt curb and gutter development and upgrades • Desired/required landscaping • Fire station • Cultural and language preservation center
<i>Strategy 5.A.4</i>	<p>Create small area plans for key development areas in the districts:</p> <ul style="list-style-type: none"> • Rainbow Road (Exit 49) • Arbon Valley (Exit 52) – Rehabilitate and preserve existing facilities. • Sage Hill (Exit 89) • Fort Hall Townsite
Objective B	Manage and expand transportation assets to improve access and circulation, especially for jobs, education and business development.

<i>Strategy 5.B.1</i>	<p>Reconstruct and pave reservation roads, including areas in and around the Exit 80 Master Plan area as identified by the Tribal Improvement Program (adopted by tribal resolution):</p> <ol style="list-style-type: none"> 1. Little Indian Road – Under reconstruction in 2017. 2. Eagle Road – Part of TIGER Grant: expand, reconstruct and pave by 2020. 3. Ross Fork Road/Simplot Road – Part of TIGER grant: expand, reconstruct and pave by 2020. <ul style="list-style-type: none"> • Finalize the transportation plan and take it to public hearing. • <i>Related Projects from the Tribal Transportation Department:</i> <ul style="list-style-type: none"> ○ Agency Streets/ Campus ○ Ariwrite/Philbin Road ○ Ross Fork Valley Road
GG PRIORITY <i>Strategy 5.B.2</i>	Identify and assess existing land ownership, land use and potential further development and growth along the reservation road line near City of Chubbuck.
<i>Strategy 5.B.3</i>	Expand tribal transit services to meet tribal member demand. Focus on improving access to employment and education.
Objective C	Improve access to reliable communications infrastructure.
CD PRIORITY #4 <i>Strategy 5.C.1</i>	<p>Develop reservation-wide broadband internet service that provides easy access to high speed internet for personal, educational and work use.</p> <ul style="list-style-type: none"> • Harness the full potential of Ferry Butte Tower, microwave dishes, and new tower donation(s) from partnering telecommunication companies.
<i>Strategy 5.C.2</i>	Develop tribally-owned telecommunications business.
Objective D	Improve access to sustainable, affordable energy sources.
ED PRIORITY #5 <i>Strategy 5.D.1</i>	Construct a regional waste-to-energy facility/incinerator to expand trash and recycling capacity while also creating useable energy (i.e., cut down or eliminate the cost of sending waste off the Reservation for processing).
<i>Strategy 5.D.2</i>	Research and develop viable renewable energy opportunities such as geothermal and solar power projects.

Goal #6: Ensure Safe, Affordable, On-Reservation Housing Options are Available for All Residents.

Overview

Currently available housing stock on the Fort Hall Indian Reservation falls short of meeting the demand for tribal members. Additionally, much of the housing stock is substandard, in poor condition or overcrowded.

Interviews with tribal leadership and Fort Hall Housing Authority representatives reveal a large population of tribal members who cannot find affordable housing on the Reservation, which causes them to move off-reservation, and subsequently lose some privileges of membership, including the ability to hunt and fish on the Reservation. Additionally, a considerable percentage of the available housing on the Reservation has fallen into disrepair, and there are numerous condemned housing structures. This lack of quality affordable housing has created a significant economic challenge on the Fort Hall Indian Reservation. The problem is compounded by the Fort Hall Housing Authority's funding situation: the Authority has used diminishing funds to maintain its current housing inventory, with little ability to develop new housing or programs to promote home ownership and renovation.

Additional cultural considerations need to be incorporated into a successful housing strategy for the Shoshone-Bannock Tribes. Many tribal members are not comfortable with typical rental and mortgage structures, or are unable to pay or qualify for loans. These differences in approaches and expectations for paying for housing can lead to mixed results for current housing programs. Adding to the complicated housing financing landscape for market-rate homes, traditional lending institutions often cannot accommodate loans for properties on some types of reservation lands, because of their legal land status. As a result, housing improvements and new construction must often be developed with out-of-pocket funding, which can take families years to accumulate.

Many families on the Fort Hall Indian Reservation choose to live in multigenerational housing. Larger housing units are often necessary to accommodate more people living together. Alternatively, families desire to build multiple homes on existing parcels and allotments. These approaches do not always align with public housing funding and program requirements. Because tribal members desire to live in larger households, and because of the extensive family relationships among tribal members, "homelessness" looks very different on the Fort Hall Indian Reservation than in other places; most people without access to their own home are unlikely to be living "on the streets," but rather are absorbed into existing households. Housing issues therefore are more likely to manifest as overcrowding, or the inability of young people and young families to establish their own independent households.

The strategies listed below are designed to help individuals who wish to live on the Fort Hall Indian Reservation do so in high quality and affordable housing units with access to amenities, while simultaneously recognizing the importance of preserving the living patterns desired by tribal members.

GOAL #6: Ensure Safe, Affordable, On-Reservation Housing Options Are Available for All Residents.	
Objective A	Strengthen tribal capacity to implement housing initiatives.
GG PRIORITY Strategy 6.A.1	Create a comprehensive tribal housing division that addresses housing needs at all income levels. Combine the Tribal Housing Opportunities Program and Tribal Housing Authority to form the Tribal Housing Division.

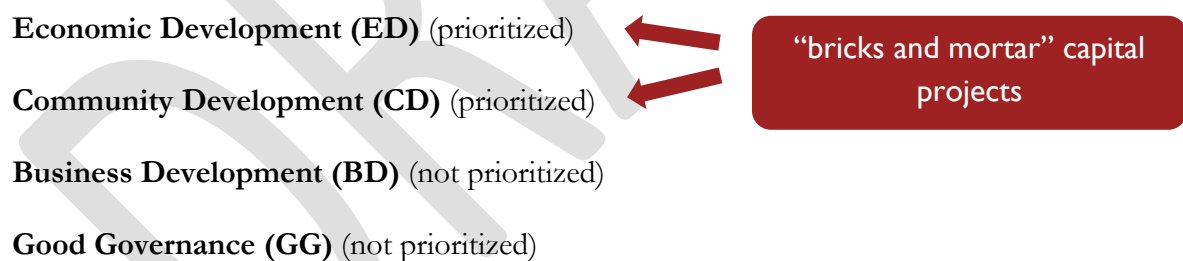
GG PRIORITY <i>Strategy 6.A.2</i>	Develop subdivisions in accordance with smart growth principles.
GG PRIORITY <i>Strategy 6.A.3</i>	Provide resources for needed housing renovations.
GG PRIORITY <i>Strategy 6.A.4</i>	Expand residency to include ceded lands.
Objective B	Ensure existing homes are safe and well-maintained.
<i>Strategy 6.B.1</i>	Provide resources for needed renovations: <ul style="list-style-type: none"> • Support a post-purchase program. • Establish a CDFI focused on financing small business development and housing renovations.
Objective C	Develop opportunities for home ownership and wealth-building.
<i>Strategy 6.C.1</i>	Develop a plant for manufactured housing: <ul style="list-style-type: none"> • Pursue an Administration for Native Americans (ANA) Social and Economic Development Strategies (SEDS) grant to develop a feasibility study and business plan for the plant.



Chapter 5: Implementation Plan

In this chapter, we have identified key actions, partners and resources for each of the priority strategies. The action plan also identifies performance measures so tribal members, businesses and partners have a detailed picture of what the community hopes to accomplish and to better track progress being made on the CEDS. Annual updates will include a summary of actions taken and progress made toward CEDS-identified goals and objectives.

In this chapter, priority strategies are organized into four categories:



The action plans identify preliminary leads and partners for each priority strategy. The lead will be responsible for moving the strategy forward and tracking implementation. In some cases, we have identified more than one potential lead. Potential partners include organizations, agencies, businesses and communities who may be able to provide resources, expertise and support to help the lead with implementation for each priority strategy. These leads and partners may change during CEDS implementation as community conditions and resources shift.

We have also identified preliminary implementation costs and estimated potential jobs and revenues that could be created because of each strategy. These are approximate estimates based on previous research, planning and reviews of comparable projects. Some of the priorities are in the early planning stages and the estimated costs and number of jobs created are not yet available. In these instances, the anticipated costs and job creation estimates will be further mapped out as additional research, feasibility and planning moves forward.

Each priority strategy includes the following information:

- **Timeline:** What are the key actions to accomplish the strategy/project during CEDS implementation over the next five years?
- **Lead Entity:** Who is the individual, department or entity that will guide implementation?
- **Partners:** Who will assist with CEDS implementation? Who should be involved?
- **Economic Benefit - Estimated Jobs:** How many jobs are anticipated as a result of (directly/indirectly) strategy/project implementation?
- **Economic Benefit - Estimated Revenues:** What is the estimated (annual) revenue the strategy/project will bring to the region?
- **Cost:** What is the anticipated cost of implementing the strategy/project?
- **Potential Funding:** What are potential sources of funding to implement this strategy/project?
- **Status:** What is the status of the strategy today?
- **Performance Measures:** How will we track progress on this strategy? How will we know the strategy is/isn't having an impact?

Bricks and Mortar - Economic Development (ED) Priorities (in ranked order)

#1 Strategy I.B.I. Implement Existing 2014 Corporate Charters as Holding Companies (reassign business decisions from the Business Council to corporate charter board[s]). (under Goal I, also supports Goal 4)

Actions and Implementation Timeline

Year 1

- Establish tribal farming company as an 8(a) through the U.S. Small Business Administration (SBA). This step may include:
 - Evaluate current joint venture agreements. Consider revisions that better position the Tribes, including opportunity for a joint venture with tribal members.
 - Review tribal capacity to determine whether agricultural lands could be transitioned into tribally-owned and operated lands to increase tribal revenue as proscribed in the current Shoshone-Bannock Tribes Integrated Resources Management Plan.
 - Begin to assume tract leases subject to expire.
 - Identify potential managerial level internships for tribal members, revised length of leases, and lease payment options.
 - Establish a marketing strategy.
- Prepare a feasibility study for a tribal housing manufacturing company and a tribally-owned SBA 8(a) construction company. The feasibility studies should identify the specific needs, costs, market and viability for each of the proposed businesses. The studies will be used to

determine the appropriate business planning and capital investment steps necessary to make the businesses a reality.

- Prepare a feasibility study for a fresh pack potato facility. Specific steps include:
 - DATA ACQUISITION: Consultants Tribal-D and Logistic Specialties Inc. (LSI) will determine the usable agricultural production by research and development of the following data sets: tract number; tract acreages; tract location by Reservation District; lease beginning and expiration; conservation plans and the ability to track annual yield (over 5 years); soil condition by tract; potato or agricultural product current annual yield; projected yield; and lease rates.
 - MARKET: a market analysis will be conducted by Tribal-D and LSI. This analysis will determine current/potential demand, current/potential markets and assess market competition. It will also develop a business model, marketing and sales strategy, financial projections and critical risk factors. Key questions to answer include: Will the yield from current tribal controlled acreage support a fresh pack facility year-round? Is there potential to capture the market on the additional 80,000 acres currently leased out?
 - TECHNOLOGY: Assess equipment and technology needs for state-of-the-art facility, utilizing the engineering and potato equipment companies of Volm Companies Inc. (Volm) and Engineering System Solutions (ESS). Determine cost of necessary equipment and technology. Key questions to answer include: How does the ability to procure equipment and technology affect the start-up timeline? Will the technology require a specialized workforce for construction, maintenance, repair and ongoing operations?
 - ENGINEERING AND FINANCIAL: Volm and ESS will conduct an engineering feasibility study to accomplish the following tasks:
 - Prepare an initial facility design layout.
 - Identify functional requirement specs.
 - Develop a budget estimate, timeline, and description of activities related to concept solution.
 - Conduct site visits.
 - Prepare final reports. The final reports will likely include the following components: production and operating requirements, management and personnel, technology and intellectual property, regulations and environmental issues, capital requirements and an engineering study.
- Present the findings of the feasibility studies to the Tribal Planning department and the Tribal Council.

Year 2

- Develop a geodatabase to monitor land use by individual, corporation, or tribal enrollment status to determine yields, erosion rates, pesticide and fertilizer use.
- Establish a farm lease monitoring and compliance system to track and regulate farming activities, production, use, and soil and water erosion on the Reservation.
- Pending the outcomes of the feasibility studies, develop business plans for the tribal potato fresh pack facility, tribal housing manufacturing company and tribally-owned SBA 8(a) construction company.

- Pending the outcomes of the feasibility study, reach out to potato-farming lease holders on reservation land to invite them to utilize the fresh pack facility and establish business agreements.
- Seek start-up funding to construct the potato fresh pack facility using a combination of loans, grants and private investment.

Year 3

- Begin architectural and engineering studies for a tribal housing manufacturing company a tribally-owned SBA 8(a) construction company, if the two are determined to be viable through previous planning efforts.

Year 4

- Support tribal membership to individually or jointly farm prime farmland on the Reservation through loan programs, outreach, partnerships and education.
- Determine the feasibility of developing spin-off agricultural businesses and agricultural products processing and production facilities on the Reservation.
- Increase the sale and distribution of locally produced agricultural products at retailers located on the Reservation.
- Develop a geodatabase to monitor land use by individual, corporation, or tribal enrollment status to determine yields, erosion rates, pesticide and fertilizer use.
- Establish a Tribal Agriculture & Natural Resources Research Center to promote the ecoagricultural concept that provide hands-on education and experience.

Lead Entity: Planning Department, Shoshone-Bannock Tribes

Partners

Feasibility study consultant team: Tribal-D, Logistic Specialties Inc. (LSI), Volm Companies Inc. (Volm) and Engineering System Solutions (ESS); tribal land leasers and other nearby potato farmers; Idaho Grower Shippers Association, Idaho Potato Commission, University of Idaho College of Agriculture

Economic Benefit

- **Estimated Jobs:** to be identified in the feasibility study and further refined in the business plan.
- **Estimated Revenues:** to be identified in the feasibility study and further refined in the business plan.

Cost

- Feasibility study: \$67,862 (funding already secured)
- Preliminary costs will be identified in the feasibility study and further refined in the business plan.

Potential Funding

- Native American Business Development Institute (NABDI) Feasibility Study Program: contract already awarded for \$67,862.

- U.S. Economic Development Administration (EDA) Innovative Technologies in Manufacturing (ITM) Program, Regional Innovation Strategies Program and Revolving Loan Fund
- U.S. Department of Agriculture Rural Development: rural community development initiative technical assistance grants, business and industry loan guarantees, rural business development grants; value-added producer grants

Status

A contracting team is currently working on the feasibility study, with a proposed completion date of October 30, 2017.

Performance Measures

- Increase the number of jobs for Fort Hall Indian Reservation residents.
- Increase revenues for tribal enterprises.
- Increase the percentage of individuals participating in the work force on the Fort Hall Indian Reservation.
- Increase the number of acres farmed and managed by the Tribes.

Still need to identify actions for year 5.

#2 Strategy 5.A.1 Move forward with Phase 3 Gaming Expansion at Fort Hall Indian Reservation. (under Goal 5, also supports Goal 4)

NOTE: This strategy focuses on an upcoming gaming and resort expansion at Exit 80. Strategy 5.A.2 focuses on other economic development opportunities at Exit 80 and 5.A.3 focuses on community development (not-for-profit) improvements at Exit 80, including infrastructure, cultural and public safety projects.

Actions and Implementation Timeline

Year 1

- Begin conducting feasibility studies for each priority marketable attraction, including the following:
 - An indoor water park with water slides, pools, kiddie water center and an arcade center
 - A 2-3 star hotel, with a dedicated lobby and separate entrance from the casino
 - Movie theater and family entertainment megaplex
- Refine and update Exit 80 master plan with any new information regarding priority actions and projects.
- Begin construction on casino expansion project, to add a 72,984 square foot casino attached to the existing events center.

Year 2

- Continue construction of casino expansion project.
- Once the new casino is complete, begin demolition on the old casino.

Ongoing

- Regular meetings between Tribal Planning, the Land Use Department, the Business Council and other tribal departments to re-evaluate ongoing and future development proposals.
- Regular meetings with regional partners to ensure opportunities for partner programs such as transportation to the Fort Hall Indian Reservation are being provided.

Lead Entity

The Shoshone-Bannock Tribes Planning Department, along with the Tribal Business Council, the Land Use Commission, The Gaming Commission, and other tribal departments as needed.

Partners

City of Blackfoot, City of Pocatello, City of Idaho Falls, City of American Falls, Southeast Idaho Council of Governments, Regional Economic Development Corporation for East Idaho (REDI), Idaho State University

Economic Benefit

- **Estimated Jobs:** Fort Hall Casino expansion currently under construction will reportedly add 90 jobs during a 16-month construction period. We can assume that this number will be similar if not slightly larger for each other priority project. These construction jobs are not permanent and will likely go to non-tribal members.
- **Estimated Revenues:** A 2007 study looking at potential gaming expansion at the casino (including new casino space, an additional hotel and entertainment activities) estimates a cash flow (before debt service, fees and distributions) of \$28 million in year one, increasing each year to \$36.9 million in year five

Cost

- Feasibility study for water park, golf course, museum, culture and language preservation center and movie theater: \$75,000
- Casino expansion: \$35 million
- Water park: \$8-15 million²⁷
 - This cost estimate assumes the facility will be someplace in between an “outdoor family aquatic center” to a waterpark with over 200,000 annual attendance.
 - Cost may be offset by cheaper access to water rights.
- Movie theater: (\$2-3 million)²⁸
- New hotel (2-3 star) – [need to identify]

Potential Funding

- Tribal gaming revenues
- Grants through the Indian Energy and Economic Development: Native Business Development Institute Feasibility Study Program²⁹:

²⁷ Cost based on 2008 estimates from Markey and Associates: <http://www.markey-consult.com/faqs.html>

²⁸ Cost estimate based on 2015 Cheyenne River Sioux Tribal Theater project cost of \$2.8 million. <http://www.indianz.com/News/2016/06/23/cheyenne-river-sioux-tribe-nears-complet.asp>

²⁹ This grant funded the Fresh Pack Facility feasibility study

<http://nativetimes.com/index.php/business/news/13467-indian-affairs-announces-tribal-economic-development-study-grants>

- The Affiliated Tribes of Northwest Indians Economic Development Corporation (ATNI-EDC Revolving Loan funds): <http://www.atniedc.com/rlfnew.htm>
- U.S. Economic Development Administration (EDA) funding, including:
 - Revolving Loan funds
 - Grants for Capital investment
- U.S. Department of Agriculture Rural Development: rural community development initiative technical assistance grants; business and industry loan guarantees, rural business development grants; direct loans and rural development funds:
<https://indianaffairs.gov/cs/groups/xiced/documents/document/idc-022679.pdf>

Status

A draft feasibility study has been conducted by the SBT Planning Department, and a draft Master Plan Development map has been developed and approved by the Business Council. The Business Council also approved gaming expansion and integration with the Shoshone-Bannock Hotel.

Performance Measures

- Increased number of visits to the Fort Hall Indian Reservation
- Increased average amount of time spent on the Fort Hall Indian Reservation
- Increased average amount of money spent on the Fort Hall Indian Reservation per site visit
- Number of new jobs generated through new development opportunities
- Increased annual revenues

Still need to identify actions for years 3-5

#3 Strategy 5.A.2. Implement Exit 80 Master Plan economic development elements to create a destination resort. (under Goal 5, also supports Goal 4)

NOTE: This strategy focuses on revenue-generating economic development projects at Exit 80. Strategy 5.A.1 focuses on an upcoming gaming expansion and 5.A.3 focuses on community development (not-for-profit) improvements at Exit 80, including infrastructure, cultural and public safety projects.

Actions and Implementation Timeline

Year 1

- Business council approves and funds Exit 80 feasibility study to prioritize key projects and immediate next steps. (spring 2017)
- Begin conducting feasibility studies for each priority marketable attraction, including the following: (Summer 2017)
 - Golf course (update 2006 study)
 - Museum
 - Relocated RV park
- Refine and update Exit 80 master plan with any new information regarding priority actions and projects.

- Develop a feasibility study for an Eagle Road Business Park. As identified in the 2010 Comprehensive Plan, this business park would include a business incubation space that provides incentives, programs and tools for tribal member entrepreneurs; an automotive center; retail shopping opportunities, and a grocery store development and or expansion of the existing Trading Post. The post office and credit union offices would also be relocated to this space.

Year 2

- Identify the needs of travelers, residents and visitors for support services such as automotive repair, restaurants, retail shops and an additional 2-3 star hotel to accommodate increased traffic.

Year 3

- Secure funding for highest priority marketable attractions in Exit 80 development area and for necessary supportive traveler service infrastructure.
 - Apply for EDA specific grants.
 - Allocate tribal gaming revenues to secure development of key projects.
 - Seek additional funding opportunities and partnerships

Year 4

- Begin construction of highest priority marketable attractions in the Exit 80 development area and for necessary supportive travel service infrastructure.
- Secure funding for lower priority marketable attractions.
- Develop marketing, public relations and advertising plans for the new facilities and services.

Year 5

- Begin construction on all remaining funded attractions and other travel service amenities.
- Re-evaluate list of priorities and address any new challenges and opportunities that have arisen from Exit 80 development.

Ongoing

- Regular meetings between Tribal Planning, the Land Use Department, the Business Council and other tribal departments to re-evaluate ongoing and future development proposals.
- Regular meetings with regional partners to ensure opportunities for partner programs such as transportation to the Fort Hall Indian Reservation are being provided.

Lead Entity

The Shoshone-Bannock Tribes Planning Department, along with the Tribal Business Council, the Land Use Commission, The Gaming Commission, and other tribal departments as needed.

Partners

City of Blackfoot, City of Pocatello, City of Idaho Falls, City of American Falls, Southeast Idaho Council of Governments, Regional Economic Development Corporation for East Idaho (REDI), Idaho State University, Idaho Department of Transportation

Cost

- Feasibility study for water park, golf course, museum, culture and language preservation center and movie theater: \$75,000
- World class golf course: \$2.5 million
 - The costs per hole according to Golf Course Architect Bill Amick is \$50,000 to \$175,000. These costs are determined by the amount of soil that must be moved, land acquisition, irrigation and regulatory requirements. Cost may be offset by cheaper access to water rights.
 - The Pacific Dunes, world class golf course in Bandon, Oregon cost \$2.5 Million to construct.³⁰
- Museum, restaurants, retail shops and other commercial activity – [need to identify]

Potential Funding

- Tribal gaming revenues
- Grants through the Indian Energy and Economic Development: Native Business Development Institute Feasibility Study Program³¹
- <http://nativetimes.com/index.php/business/news/13467-indian-affairs-announces-tribal-economic-development-study-grants>
- The Affiliated Tribes of Northwest Indians Economic Development Corporation (ATNI-EDC Revolving Loan funds): <http://www.atniedc.com/rlfnew.htm>
- U.S. Economic Development Administration (EDA) funding, including:
 - Revolving loan funds
 - Grants for capital investment
 - Regional Innovation Strategies Program
- U.S. Department of Agriculture Rural Development: rural community development initiative technical assistance grants; business and industry loan guarantees, rural business development grants; direct loans and rural development funds:
<https://indianaffairs.gov/cs/groups/xiced/documents/document/idc-022679.pdf>
- U.S. Department of Transportation, Transportation Investment Generating Economic Recovery (TIGER) grant program

Status:

A draft feasibility study has been conducted by the SBT Planning Department, and a draft Master Plan Development map has been developed and approved by the Business Council.

Performance Measures

- Increased number of visits to the Fort Hall Indian Reservation
- Increased average amount of time spent on the Fort Hall Indian Reservation
- Increased average amount of money spent on the Fort Hall Indian Reservation per site visit
- Number of new jobs generated through new development opportunities

³⁰ Article here: http://www.renaissancegolf.com/selected_essays/what_will_it_cost/

³¹ This grant funded the Fresh Pack Facility feasibility study

- Increased annual revenues

Still need to identify actions for years 1-5, lead entity, partners, estimated jobs, estimated revenues, cost, potential funding, status and performance measures.

#4 Strategy 2.B.1. Leverage tribal water rights. (under Goal 2, also supports Goal 4)

Actions and Implementation Timeline

Year 1

- The 2015 *Regional Water Hub of Commerce* study has identified projects that are likely to succeed in the region significantly reducing initial research and feasibility costs. Conduct pre-feasibility analysis to prioritize business development opportunities identified in the 2015 study. Possible projects include:
 - Electric power generation, transmission, and distribution
 - Fruit and vegetable preserving and specialty food manufacturing
 - Pesticide, fertilizer, and other agricultural chemical manufacturing
 - Dairy product manufacturing
 - Beverage manufacturing (e.g., water bottling plant)
 - Crop production
 - Animal production and aquaculture
 - Animal food manufacturing
 - Data processing, hosting, and related services
 - Grain and oilseed milling
- Tribal Planning and Land Use Commission selects and approves which project(s) to further investigate with feasibility study planning.
- Work internally to create a stable and supportive structure to support economic development and attract private investment on the Reservation. This includes the re-organization efforts discussed in priority strategy 1.A.3.

Year 2

- Begin forming partnerships with local universities and technical schools to start training programs specific to selected industries.
- Conduct outreach with related companies and at business development events in the selected water industry to share information about the concept and opportunity:
 - Develop marketing materials to promote and educate outside interests about a Reservation water hub.
 - Contact strategic planning personnel at companies within the selected water intensive industries, focusing on those companies that have a presence in either Idaho or the Intermountain West region and are likely to invest in facilities on the Reservation.
 - Present the Reservation water hub concept at certain industry and business development conferences and workshops where potential investors and company representatives are likely to be in attendance.

- Identify how much each industry will consume of the water right to create secondary priority projects.

Year 3

- The Tribes should begin to work with interested business partners in further developing the water hub plan. Site considerations and water requirements specific to the planned facilities should be evaluated to identify a physical location for a water hub.

Economic Benefit

- **Estimated Jobs** (from a high-level analysis in the 2015 Regional Water Hub study)
 - Electric power generation, transmission, and distribution: natural gas power plant with generational capacity of around 170 megawatts: 10-20 jobs
 - Fruit and vegetable preserving and specialty food manufacturing - **unknown**
 - Pesticide, fertilizer, and other agricultural chemical manufacturing: 150-200 full time jobs
 - Dairy product manufacturing (yogurt): 100 jobs
 - Beverage manufacturing (e.g., water bottling plant) - **unknown**
 - Animal production and aquaculture: four full time and three-part time positions
 - Animal food manufacturing - **unknown**
 - Data processing, hosting, and related services - **unknown**
 - Grain and oilseed milling - **unknown**
- **Estimated Revenues:** (from a high-level analysis in the 2015 Regional Water Hub study)
 - Electric power generation, transmission, and distribution: natural gas power plant with generational capacity of around 170 megawatts would be approximately \$60 million annually, with net annual profit of \$14 million
 - Fruit and vegetable preserving and specialty food manufacturing - **unknown**
 - Pesticide, fertilizer, and other agricultural chemical manufacturing: \$769 million annually
 - Dairy product manufacturing (yogurt): \$36.4 million annually
 - Beverage manufacturing (e.g., water bottling plant) - **unknown**
 - Crop production: average annual returns of \$200 per acre
 - Animal production and aquaculture: annual revenues of \$14.36 million
 - Animal food manufacturing: \$22.2 million average annual revenue
 - Data processing, hosting, and related services: net cash flow estimated at \$739,000 annually
 - Grain and oilseed milling: net annual cash flow estimated at \$7.4 million annually

Cost (from a high-level analysis in the 2015 Regional Water Hub study)

- Electric power generation, transmission, and distribution: natural gas power plant with generational capacity of around 170 megawatts: \$186 million
- Fruit and vegetable preserving and specialty food manufacturing - **unknown**
- Pesticide, fertilizer, and other agricultural chemical manufacturing: \$2 billion to develop and construct
- Dairy product manufacturing (yogurt): \$46.4 million
- Beverage manufacturing (e.g., water bottling plant) \$1.5 million
- Animal production and aquaculture: \$1.4 million

- Animal food manufacturing: \$21.6 million
- Data processing, hosting, and related services: \$9.6 million
- Grain and oilseed milling: \$75 million

Potential Funding

- U.S. Department of Agriculture Rural Development: business and industry loan guarantees, rural business development grants
- U.S. Economic Development Administration (EDA) Innovative Technologies in Manufacturing (ITM) Program, Regional Innovation Strategies Program and Revolving Loan Fund

Still need to identify actions for years 4-5, lead entity, partners, status and performance measures.

#5 Strategy 5.D.1. Construct a regional waste-to-energy facility/incinerator. (under Goal 5, also supports Goal 4)

Actions and Implementation Timeline

Year 1

- Reach out to regional partners to determine level of interest in participating in a joint waste-to-energy facility.
- Conduct feasibility planning for the incinerator.
- Conduct outreach to successful comparable facilities in other communities, such as Stecklan, Arizona.

Partners

City of Blackfoot

Potential Funding

- U.S. Economic Development Administration (EDA) Innovative Technologies in Manufacturing (ITM) Program and the Revolving Loan Fund

Still need to identify actions for years 2-5, lead entity, estimated jobs, estimated revenues, cost, status and performance measures.

Bricks and Mortar - Community Development (CD) Priorities (in ranked order)

#1 Strategy 5.A.3. Implement Exit 80 Master Plan elements related to providing needed reservation infrastructure. (under Goal 5, also supports Goal 4)

NOTE: This strategy includes improving and expanding needed infrastructure and services at exit 80. Improving utilities and the physical environment will support efforts to establish exit 80 as a destination resort and provide needed services to residents and visitors. For revenue-generating strategies that focus on establishing Exit 80 as a destination resort, see Strategies 5.A.1 and 5.A.2.

Actions and Implementation Timeline

Year 1

- Develop and/or refresh feasibility studies and conduct business planning on the following:
 - Water and sewer development and upgrades.
 - Asphalt curb and gutter development and upgrades.
 - Desired/required landscaping.
 - Cultural and language preservation center.
 - Fire station.
- Conduct traffic analysis around the Exit 80 interchange and suggest additional infrastructural investment needed to accommodate increased use, such as signage and traffic calming measures.

Year 2

- Conduct analysis of needed infrastructural improvement to water and sewer lines based on current and planned expansion around the resort.
- Investigate the current Exit 80 development storm water plumbing system and propose projects to accommodate the current facilities as well as any proposed development. Develop grants to fund needed projects.
- Review storm water design and road runoff in light of proposed projects, and identify needed improvements.

Year 3

- Begin construction on water/sewer/road infrastructure to accommodate expected increases in site visits and hotel stays and other expansion efforts.
- Create curb and gutter improvements to accommodate new marketable attraction development.
- Create a pathways plan that integrates into the Exit 80 Master site plan. This plan would provide designs and connections for walking and biking paths along with landscape and pathway design.

Year 4

- Renew and apply for additional funding for firefighting equipment and maintenance.

Ongoing

- Regular meetings between Tribal Planning, the Land Use Department, the Business Council and other tribal departments to re-evaluate ongoing and future development proposals.
- Regular meetings with regional partners to ensure opportunities for partner programs such as transportation to the Fort Hall Indian Reservation are being provided.

Lead Entity

The Shoshone-Bannock Tribes Planning Department, along with the Tribal Business Council, the Land Use Commission, The Gaming Commission, and other tribal departments as needed.

Partners

City of Blackfoot, City of Pocatello, City of Idaho Falls, City of American Falls, Southeast Idaho Council of Governments, Regional Economic Development Corporation for East Idaho (REDI), Idaho State University, Idaho Department of Transportation

Potential Funding

- Tribal gaming revenues
- Transportation Investment Generating Economic Recovery (TIGER) grant for interchange upgrades
- U.S. Department of Health and Human Services, Administration for Native Americans: various grants for operations and capital investments
- U.S. Economic Development Administration (EDA) Revolving Loan Fund
- U.S. Department of Agriculture Rural Development: rural community development initiative technical assistance grants; business and industry loan guarantees, rural business development grants; direct loans and rural development funds:
<https://indianaffairs.gov/cs/groups/xiced/documents/document/idc-022679.pdf>

Status

A draft feasibility study has been conducted by the SBT Planning Department, and a draft Master Plan Development map has been developed and approved by the Business Council.

Performance Measures

- [need to identify]

Still need to identify actions for year 5, estimated jobs, estimated revenues, cost, performance measures.

2 Strategy 1.A.2. Approve by policy a Tribal Capital Investment Program (TCIP). (under Goal 1, also supports Goal 4 and Goal 5)

Actions and Implementation Timeline

Year 1

- Develop a Tribal Capital Investment Program (TCIP). Project categories should include district improvement and investment; economic development; general government; housing and community development; maintenance/minor capital; park acquisition and development; public safety; transportation; water/sewer/storm water drainage. Specific potential projects include:
 - Construct a cultural and language preservation center as part of the Exit 80 Master Plan. *See also Strategy 5.A.1.*
 - Construct new police and fire substations in Bannock Creek and Fort Hall Districts. The new Fort Hall fire station will be located within the 80-acre Exit 80 Master Planning Area. *See also Strategy 5.A.2.*
 - Construct a new gym and community center in the Gibson District.
 - Complete a Bannock Creek District community building expansion with a commercial kitchen.

- Approve the TCIP through policy.

Year 2

- Implement community development capital projects as specified in the TCIP.

Year 3

- Update the TCIP.

Year 5

- Update the TCIP.

Ongoing

- Implement the TCIP, including pursuing funding opportunities identified in the document.

Still need to identify lead entity, partners, estimated jobs, estimated revenues, cost, potential funding, status and performance measures.

#3 Strategy 5.C.I. Develop reservation-wide broadband internet service. (under Goal 5)

Actions and Implementation Timeline

Year 1

- Work with Verizon to move forward with construction of a cellular tower on tribal land, to improve cellular coverage at the Shoshone-Bannock casino, hotel and surrounding areas.
- Harness full potential of Ferry Butte Tower and microwave dishes.

Partners

Verizon, National Telecommunications and Information Administration, Broadband USA, Optiks

Potential Funding

- In September 2015, Broadband USA produced a guide to federal funding of broadband projects, available here:
https://www.ntia.doc.gov/files/ntia/publications/broadband_fed_funding_guide.pdf

Performance Measures

- Number of households served by broadband
- Upload and download speeds throughout the Reservation

Still need to identify actions for years 2-5, lead entity, estimated jobs, estimated revenues, cost and status

#4 Strategy 3.A.I. Develop Tribal Wellness Center(s). (under Goal 3)

Actions and Implementation Timeline

Year 1

- Identify overall vision, programming and potential phases.
- Finalize master plan.

Still need to identify actions for years 2-5, lead entity, partners, estimated jobs, estimated revenues, cost, status and performance measures.

#5 Strategy 5.B.2. Work with the City of Chubbuck to advance and develop I-15-Siphon Road project. (under Goal 5, also supports Goal 4)

Actions and Implementation Timeline

Year 1

- Support Idaho Transportation Department's efforts in summer-fall 2017 to resurface approximately six miles of interstate, from the Fort Hall Reservation boundary near Pocatello to Burns Road North of Fort Hall.
- Establish an Urban Renewal Agency or Tax Incremental Financing district to assist with development.
- Work with the Idaho Transportation Department Board on design plans for the interchange.
- Begin construction on a new I-15 interchange at Siphon Road.

Lead Entity: City of Chubbuck

Partners

Millennial Development Partners, SBT Planning Department, Bannock Development Corporation, Regional Economic Development Corporation for East Idaho (REDI), City of Pocatello, Bannock County

Cost

- Between \$12 and \$15 million.

Potential Funding

- Contributions from surrounding cities and counties. So far the Cities of Chubbuck and Pocatello and Bannock County have contributed a combined \$10 million toward the development, primarily in infrastructure improvements such as road upgrades.
- Right-of-way donations (some adjacent property owners have already donated).
- Idaho Department of Transportation

Still need to identify actions for years 2-5, estimated jobs, estimated revenues, status and performance measures.

Business Development Priorities (BD) (not in order of priority)

Strategy 1.C.1. Establish a Free Trade Zone. (under Goal 1, also supports Goal 4)

Actions and Implementation Timeline

Year 1

- Reach out to regional partners to solicit interest in a Free Trade Zone. Potential locations for the zone include:
 - Airfreight terminal at Pocatello Regional Airport.

- Commercial development near southern part of Blackfoot, Idaho.

Year 2

- Develop intergovernmental agreements.
- Begin to collaboratively master plan.

Still need to identify actions for years 3-5, lead entity, partners, estimated jobs, estimated revenues, cost, potential funding, status and performance measures.

Strategy I.C.3. Develop a coordinated marketing plan and support and develop culturally-appropriate tourism opportunities and improvements along the I-15 corridor. (under Goal 1, also supports Goal 4).

Actions and Implementation Timeline

Year 1

- Develop a coordinated marketing plan for the Shoshone-Bannock Hotel and Fort Hall Casino.
- Work with regional partners such as the Lava Yellowstone tourism group to develop culturally-appropriate tourism and recreation opportunities that link the Shoshone-Bannock Tribes with other I-15 corridor activities. Examples include:
 - Increase promotion of Indian Relays.
 - Offer agricultural facility and farm tours.
 - Increase advertising and marketing efforts – strategic billboards along the corridor (e.g., highlight Indian Relays).
 - Provide child care center and/or other family-friendly activities at the casino.
 - Move veterans wall to Exit 80 area.
 - Redevelop the festival grounds and racetrack.
- Add a buffet to the hotel or casino.

Partners

Lava Yellowstone

Still need to identify actions for years 2-5, lead entity, other partners, estimated jobs, estimated revenues, cost, potential funding, status and performance measures.

Strategy 4.B.1. Establish a Native Community Development Financial Institution (CDFI) to increase access to financial resources and promote economic prosperity. (under Goal 4, also supports Goal 5 and Goal 6)

See Strategy 5.A.1 for details on Eagle Road Business Park.

Actions and Implementation Timeline

Year 1

- Determine which type of a CDFI structure to establish. **(Summer 2017)**
- Form an ad hoc planning committee for the development of the policies, procedures and protocol of the upcoming CDFI. **(Summer 2017)**

- Work with Oweesta to apply for a CDFI technical assistance grant, which is expected to open at the end of March or early April 2017. Oweesta will assist in the review of the grant and two year projections. **(Summer 2017)**
- Obtain support from public and private sector partners and organizations. **(Summer 2017)**
- Establish a Board of Directors to guide the development of the CDFI, evaluate performance and to mete fiduciary responsibilities. **(Summer 2017)**
 - Ideally, at least one board member will represent each of the following skill sets and occupations: law/attorney, finance, local businesses, accounting, business experience, marketing and communication, fundraising, grant writing, planning, lending, asset building and a professor/educator.
- Conduct a market analysis to determine highest community need(s) and demands of financial and development services in the community, compared with what services are currently available. **(Summer 2017)** The following services were preliminarily identified as priorities:
 - Rehabilitation loans
 - Down Payment Assistance Loans
 - Credit Builder Loans
- Locate office space for the CDFI staff. **(Spring 2017)**
- Board of Directors will prepare foundational documents, hire staff and initiate the establishment of the CDFI: **(Summer/Fall 2017)**
 - Draft a vision and mission statement.
 - Identify and hire an executive director.
 - Work with the executive director to establish lending policies, organizational policies and procedures and to raise operating funds and lending capital.
 - Research a community land trust.
- Apply for Community Development Entity (CDE) designation.

Year 2

- Once all eligibility criteria have been met and documented, apply for CDFI certification. Eligibility criteria include:
 - Be a Legally Existing Entity;
 - Have a Primary Mission of promoting community development;
 - Be a Financing Entity;
 - Primarily serve an eligible Target Market;
 - Provide Development Services in conjunction with its financing activities;
 - Maintain Accountability to its defined Target Market; and
 - Be a Non-Governmental Entity, and not be controlled by any governmental entities.
- Once CDFI certification has been achieved (most applicants receive a determination within 90 days), submit requests for CDFI funding. Potential funders are located later in this section.
- Create a communications plan to share information with tribal members and potential funders about the benefits and services of a CDFI. Include meetings and presentation with partners, through the tribal newspaper and radio and with high school teachers.

- Develop and implement a donor “Best Practices” list to share with current and potential donors that identifies steps the CDFI will take to ensure transparency and accountability around contributions. This list could include acknowledging all gifts in writing, providing annual audited financial statements, limiting lobbying, and complying with all grant requirements such as periodic reporting.
- Create a communications plan to educate potential funders about Section 7871 tax status and the ability to receive tax-deductible donations and contributions.

Year 3

- Begin offering lending activities and offer courses and technical assistance.

Ongoing

- Apply for additional program funding through the U.S. Department of the Treasury CDFI fund and other federal, state and private sources.

Lead Entity: Planning Department of the Shoshone-Bannock Tribes (initially), followed by CDFI Board and Staff

Partners

Oweesta, U.S. Department of the Treasury, Pocatello Neighborhood Housing Services, Inc., Wells Fargo, Northwest Area Foundation, Fort Hall Housing Authority

Economic Benefit

- **Estimated Jobs:** To be further refined after the grant proposal is prepared in spring 2017; initial hires will likely include an executive director and administrative assistant.
- Estimated Revenues:

Cost

- \$150,000 for a market study and to build the CDFI.
- Other start-up costs will be defined after the market analysis has been completed.

Potential Funding

- Native Asset Building Initiative (NABI), a joint funding opportunity between Administration for Native American’s Social and Economic Development Strategies (SEDS) program and the Office of Community Services’ Assets for Independence (AFI) program
- Native American CDFI Assistance (NACA) Fund (through the U.S. Department of the Treasury)
- USDA Rural Development: capital awards, technical assistance grants, Rural Business Development Grants (RBOG), Rural Business Enterprise Grants (RBEG), Intermediary Relending Program (IRP)
- Small Business Administration (SBA) Microenterprise Program: loans for capital, technical assistance grants
- HUD Rural Housing and Economic Development: grants for operations and capital investments
- Economic Development Administration: grants for operations and capital investments

- Administration for Native Americans (through the U.S. Department of Health and Human Services): grants for operations and capital investments
- Gaming revenues
- Oweesta
- Opportunity Finance Network
- Private companies, banks and foundations in the region
- First Nations Development Institute

Status

The Business Council has hired Oweesta to provide technical assistance to help the Tribes develop a CDFI, including preparing a market analysis and identifying needed services.

Performance Measures

- Increase number of business licenses on the Reservation.
- Increase rates of home ownership.
- Increase rates of new home construction.
- Increase incomes of reservation residents.
- Reduce the poverty rate for tribal members.

Good Governance Priorities (GG) (not in order of priority)

Strategy I.A.1. Develop and implement a clear, transparent fiscal plan for the Tribes. (under Goal 1)

Actions and Implementation Timeline

Year 1

- The plan should identify how revenue is reinvested in tribal member education, training, workforce development, housing, community infrastructure, and health and wellness.
- The plan should include a review of the use of gaming revenues. How is the Tribe leveraging and utilizing funding from the gaming operation? Are there more effective ways to use the funds?

Still need to identify actions for years 1-5, lead entity, partners, estimated jobs, estimated revenues, cost, potential funding, status and performance measures.

Strategy I.A.3. Implement revised tribal organizational chart to create clarity for tribal members and partners and efficiency for governance. (under Goal 1, also supports Goal 2)

Actions and Implementation Timeline

Year 1

- Implement changes to ordinances and land use planning/zoning. (See Strategy 2.A.1).
- Develop process, mechanism and requirement for all tribal departments to share information related to revenue generating activities/projects with the Tribal Planning

Department. The Planning Department can assist/take the lead with coordination between departments, regional and federal partners on funding and/or other planning activities that will facilitate/support decision-making on key projects.

- Develop a “permitting checklist” for non-tribal business partners.

Year 2

- Implement the inter-departmental sharing of information via the Tribal Planning Department.
- Distribute the permitting checklist to non-tribal business partners.

Lead Entity: SBT Planning Department

Partners

All other SBT Departments.

Still need to identify actions for years 2-5, estimated jobs, estimated revenues, cost, potential funding, status and performance measures.

Strategy 2.A.1. Further develop Tribal Planning Department and planning tools. (under Goal 2, also supports Goal 1).

Actions and Implementation Timeline

Year 1

- Develop a new planning and zoning ordinance that includes a zoning structure, reservation-wide zoning map and future land use map, and permitting process.

Year 2

- Establish a Tribal Planning and Zoning (P&Z) Commission. Among its duties, the P&Z Commission would review and approve permits and advise the Tribal Planning and Zoning Department.
- Reorganize the Tribal Planning Department into the Tribal Planning and Zoning Department, and add positions to provide services in the following areas:
 - Surveying and mapping
 - Geographic Information Systems (GIS)
 - Construction Services
 - Code Enforcement and Compliance
 - Building Permit and Inspection Specialist
 - Additional planner and administrative positions
- Develop a permitting checklist and identify a clear point of contact to orient non-tribal partners about the Tribes’ planning and development procedures.

Lead Entity: SBT Planning Department

Still need to identify actions for years 3-5, partners, estimated jobs, estimated revenues, cost, potential funding, status and performance measures.

Strategy 3.B.1. Create a culturally appropriate and vetted educational program/curriculum on Shoshone-Bannock history, language and culture. (under Goal 3)

Still need to identify actions for years 1-5, lead entity, partners, estimated jobs, estimated revenues, cost, potential funding, status and performance measures.

Strategy 3.B.2. Support youth-focused cultural/wellness programs. (under Goal 3)

Still need to identify actions for years 1-5, lead entity, partners, estimated jobs, estimated revenues, cost, potential funding, status and performance measures.

Strategy 4.A.1. Provide Sho-Ban Jr./Sr. High School students with increased opportunities and exposure to career-oriented courses and programs that align with local and regional industry needs. (under Goal 4)

Actions and Implementation Timeline

Year 1

- Develop a robust job shadowing program with tribal departments and other local/regional industry partners.
- Encourage Sho-Ban High School students to participate in Idaho National Laboratory's eight-week internship program.
- Maintain regular communications with Idaho National Laboratory staff, including providing a regularly-updated email contact list for INL to send information about engagement opportunities.
- Continue planning and building support for a Tribal Employment Rights Office (TERO) Workforce Training Center, which would be adjacent to the existing TERO facility.

Year 2

- Expand existing vocational and technical training opportunities at Sho-Ban Jr./Sr. High School.

Ongoing

- Encourage Sho-Ban High School students to participate in the summer National Park Service Tribal Youth Corps program.

Partners

- Idaho National Laboratory
- U.S. Park Service (Grand Teton National Park), Grant Teton National Park Foundation, Montana Conservation Corps

Cost

- TERO Work Force and Training Facility: \$1.25 million for design, permitting and construction (also listed under strategy 4.A.2)

Potential Funding

- Idaho National Laboratory Tech-Based Economic Development Grants
 - Awards range from \$2,500-\$25,000
 - More information here: <https://www.inl.gov/inl-initiatives/economic-and-workforce-development/>
- Idaho National Laboratory K-12 STEM Grant Programs (multiple grant types)
 - More information here: <https://www.inl.gov/wp-content/uploads/2014/11/INL-K-12-Opportunities.pdf>

Still need to identify actions for years 2-5, lead entity, estimated jobs, estimated revenues, cost, status and performance measures.

Strategy 4.A.2. Develop and implement a workforce development strategic plan based on industry needs. (under Goal 4)

Actions and Implementation Timeline

Year 1

- Conduct an internal educational assessment.
- Encourage residents to participate in the Fort Hays State University's eight-week online grant proposal writing course. Scholarships for the program are available through the Idaho Bureau of Rural Health and Primary Care.
- Continue planning and building support for a Tribal Employment Rights Office (TERO) Workforce Training Center, which would be adjacent to the existing TERO facility.

Ongoing

- Support implementation of the workforce study.

Partners

- Idaho National Laboratory

Cost

- TERO Work Force and Training Facility: \$1.25 million for design, permitting and construction (also listed under strategy 4.A.1)

Potential Funding

- Idaho Bureau of Rural Health and Primary Care for scholarships to the Fort Hays State University Grant Proposal Online Writing Course.

Still need to identify actions for years 2-5, lead entity, other partners, estimated jobs, estimated revenues, cost, potential funding, status and performance measures.

Strategy 4.A.3. Educate Eastern Idaho non-tribal partners on tribes. (under Goal 4, also supports Goal 1 and Goal 6)

Actions and Implementation Timeline

Year 1

- Work with local school districts and municipalities to develop and delivering curriculum on “history of” and “how to work with” Shoshone-Bannock Tribes/tribal entities. Example: Use existing Tribes’ “Treaty Rights” seminar.
- Host an informational seminar with realtors in the region on laws, policies, needs and details about purchasing, building and selling homes on tribal lands.

Still need to identify actions for years 2-5, lead entity, partners, estimated jobs, estimated revenues, cost, potential funding, status and performance measures.

Strategy 6.A.1. Create a comprehensive tribal housing division that addresses housing needs at all income levels. Combine the Tribal Housing Opportunities Program and Tribal Housing Authority to form the Tribal Housing Division. (under Goal 6)

Lead Entity: SBT Tribal Housing Opportunity Development Program

Partners

U.S. Department of Housing and Urban Development, Office of Native American Programs, Fort Hall Housing Authority

Still need to identify actions for years 1-5, estimated jobs, estimated revenues, cost, potential funding, status and performance measures.

Strategy 6.A.2. Develop subdivisions in accordance with smart growth principles. (under Goal 6, also supports Goal 2)

Partners

U.S. Department of Housing and Urban Development, Office of Native American Programs, Indian Health Services, IDAHO Power, Fort Hall Housing Authority

Still need to identify actions for years 1-5, lead entity, estimated jobs, estimated revenues, cost, potential funding, status and performance measures.

Strategy 6.A.3. Provide resources for needed housing renovations. (under Goal 6)

Partners

U.S. Department of Housing and Urban Development, Office of Native American Programs, U.S. Department of Agriculture Rural Development, Fort Hall Housing Authority

Potential Funding

- U.S. Department of Agriculture Rural Development: rehabilitation loan and grant options, including single-family home ownership direct, guaranteed and repair loans, self-help housing grants, housing preservation grants, farm labor housing loans and grants

Still need to identify actions for years 1-5, lead entity, estimated jobs, estimated revenues, cost, potential funding, status and performance measures.

Strategy 6.A.4. Expand residency to include ceded lands. (under Goal 6)

Lead Entity: SBT Tribal Enrollment Department

Partners

Bureau of Indian Affairs

Still need to identify actions for years 1-5, other partners, estimated jobs, estimated revenues, cost, potential funding, status and performance measures.



Appendices

Appendix A: Acronyms

Appendix B: Demographic, Economic and Housing Profile

Appendix C: Public Outreach Summary

Appendix D: List of Relevant Plans and Resources

Appendix A: Acronyms

AFI – Assets for Independence

ANA – Administration for Native Americans

ATNI-EDC – Affiliated Tribes of Northwest Indians Economic Development Corporation

B & M – Brick and Mortar

BD – Business Development

CDFI – Community Development Financial Institute

CEDS – Comprehensive Economic Development Strategy

CIP – Capital Improvements Plan

CRP – Conservation Reserve Program

ED – Economic Development

EDA – Economic Development Administration

EIS – Environmental Impact Assessment

GG – Good Governance

GIS – Geographic Information Systems

HUD – Housing and Urban Development

INL – Idaho National Laboratory

IRMP – Integrated Resource Management Plan

IRP – Intermediary Relending Program

ISU – Idaho State University

ITD – Idaho Transportation Department

ITM – Innovative Technologies in Manufacturing

LUPC – Land Use Policy Commission

NABDI – Native American Business Development Institute

NABI – Native Asset Building Initiative

NACA – Native American CDFI Assistance

NEPA – National Environmental Policy Act

RBEG – Rural Business Enterprise Grants

RBOG – Rural Business Development Grants

REDI – Regional Economic Development Corporation for East Idaho

SBA – Small Business Administration

SBT – Shoshone-Bannock Tribes

SEDS – Social and Economic Development Strategies

SICOG – Southeast Idaho Council of Governments

STEM – Science, technologies, engineering and math

SWOT – Strengths, Weaknesses, Opportunities and Threats

TCIP – Tribal Capital Investment Program

TERO – Tribal Employment Rights Ordinance

TIGER Grant – Transportation Investment Generating Economic Recovery Grant

USDA – United States Department of Agriculture

Appendix B: Demographic, Economic and Housing Profile

Overview

Local trends, current conditions and regional context provide a necessary starting point for understanding and planning for stronger, more economically viable communities. This report, as a standalone document, and as an appendix in the Shoshone-Bannock Tribes (“the Tribes”) Comprehensive Economic Development Strategy, provides an overview and snapshot of key demographic, economic and housing trends that tell part of the story for the Fort Hall Indian Reservation and neighboring Eastern Idaho municipalities. Together, with an analysis of community and regional strengths, weaknesses, opportunities and threats, and a thorough review of what strategies will have the most economic benefit and improve quality of life for residents of the Fort Hall Indian Reservation and Eastern Idaho, this data helps the Tribes and their regional partners identify a clear path toward achieving economic resilience.

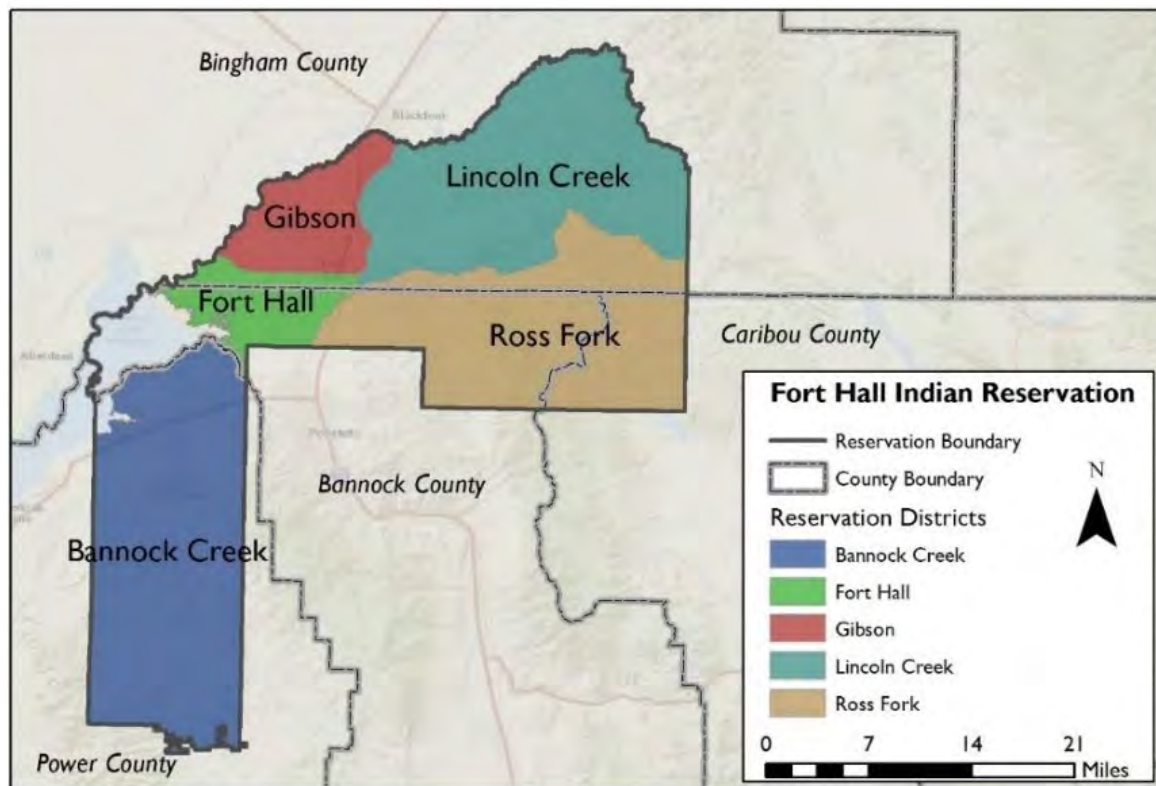
Methodology

The study area for this demographic and economic profile includes the Fort Hall Indian Reservation (all five districts), the four overlapping counties and the state of Idaho (Figure 1). When possible, data is presented at the Reservation level. In other cases, county level data is used to identify broader demographic and economic trends for Eastern Idaho.

The primary sources of data are the United States Census Bureau (“Census”) and the Shoshone-Bannock Tribal Enrollment Department. Census data represents trends for Fort Hall Indian Reservation residents including both tribal and non-tribal members. Tribal enrollment data is representative of all Shoshone-Bannock tribal members, living on and off the Reservation. Both data highlight unique demographic and economic characteristics for the Shoshone-Bannock Tribes. Qualitative data from interviews and conversations supplement the quantitative data in this profile.¹

¹ Interviews were conducted between March and October 2016 with Reservation and regional stakeholders that include: The Shoshone-Bannock Business Council, Tribal Department directors and staff, CEDS committee members, surrounding city and county representatives and residents of the Fort Hall Indian Reservation. 2016.

Figure 1: Fort Hall Indian Reservation, Districts, and County Boundaries



Source: Shoshone-Bannock Tribes Land Information Systems Laboratory, 2016

Data Limitations

There are three major limitations to the data presented below: accuracy, consistency and high margins of error.

Accuracy: Census data, as well as data collected by other state and federal agencies, is rarely specific to the boundaries of the Fort Hall Indian Reservation. For example, the Idaho Department of Labor collects and analyzes data at the county level, which decreases the applicability of the data to the Fort Hall Indian Reservation. Additionally, census data collection methods sometimes misrepresent trends at the Reservation level, as is the case with housing availability, which shows the number of total households, but fails to account for multiple families sharing housing units, and provides conflicting information when compared to the trends described by tribal departments. For more discussion on the limitations of housing data, see the Housing Profile section.

Consistency: The Shoshone-Bannock Tribes do not have a central agency that keeps track of Reservation and tribal membership data. Instead each tribal department is responsible for maintaining their own data, and in some cases do not keep viable records.

Comparing data collected from the decennial Census and the American Community Survey also creates issues with consistency. The collection method of the decennial census relies on a comprehensive household survey, while the American Community Survey uses a “series of monthly

samples to produce annually updated estimates” which makes a direct comparison of the two sources less informative.²

High Margins of Error: Data collected for small populations is associated with greater variability when compared to large populations. Much of the data collected for the Fort Hall Indian Reservation is associated with small sample sizes. For example, the population over the age of 70 on the Reservation is very small, which increases the probability of misrepresentation due to large margins of error.

To address these concerns, this CEDS includes a strategy recommending the Shoshone-Bannock Tribes Business Council should adopt a more stringent and regular data collection process that tracks population, health, housing, and socio-economic data for the population living on the Fort Hall Indian Reservation, and for all tribal members.

Demographic Profile

Reservation Population and Growth

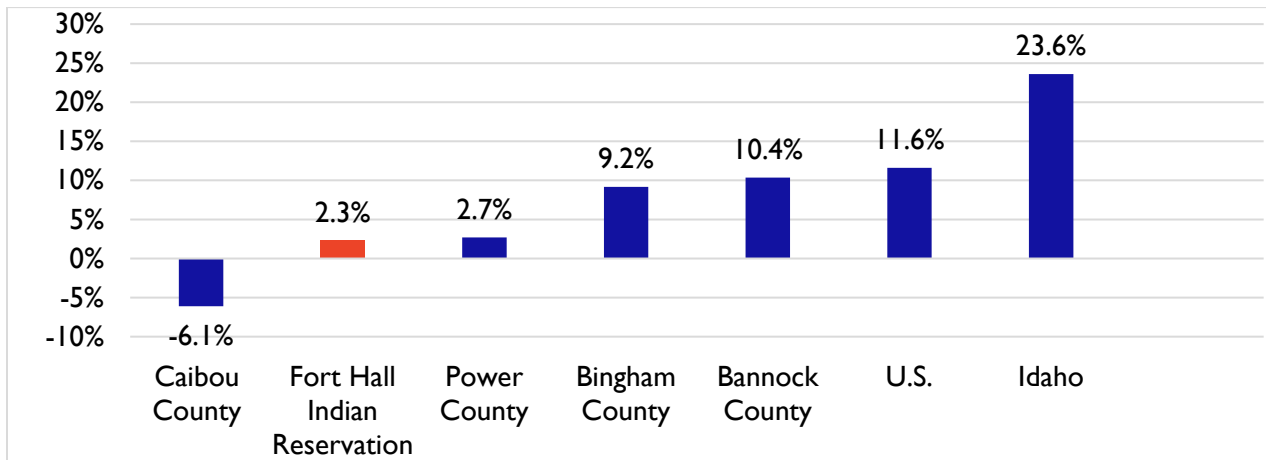
In 2010, the Fort Hall Indian Reservation population was an estimated 5,896 individuals. Between 2000 to 2014, the population residing on the Reservation increased by 2.3 percent (134 individuals). The Fort Hall Indian Reservation experienced slower population growth than other Eastern Idaho counties and the state of Idaho (with the exception of Caribou County); however, local leaders believe the Census numbers underestimate the actual number of residents on the Reservation. Power County grew by 2.7 percent, Bannock County by 10.4 percent and Bingham County by 9.2 percent. The state of Idaho grew by 23.6 percent during the same period between 2000 and 2014 (Figure 2), although most of this growth is concentrated in the Meridian and Boise areas. Growth rates in Eastern Idaho are attributed to increased economic activity, including the following new manufacturing facilities and businesses: Chobani and Clif Bar (Twin Falls), Fabri-Kal (Burley), ConAgra (American Falls), Amy’s (Pocatello), Idahoan (Idaho Falls) and Mar’s Produce (Rupert). Lower than average costs of living and a desirable climate are also likely contributing to the increase in population.³

A fifteen-year comparative population analysis for Eastern Idaho and the Fort Hall Indian Reservation reveals a relatively stable population with moderate overall growth. None of the counties exhibit a rapid change in population over any five-year period. Bingham County, Caribou County and Power County all show a slight decrease in population between 2010 to 2015, which could be indicative of a stabilizing population (Figure 3**Error! Reference source not found.**). Possible reasons for slower growth on the Reservation itself include a shortage of affordable housing and land for new housing, and limited employment opportunities.

² American Community Survey Design and Methodology, Version 2.0. United States Census Bureau, 2014.<https://www.census.gov/history/pdf/acsdesign-methodology2014.pdf>

³ <https://stateimpact.npr.org/idaho/maps/mapping-migration-who-moves-to-idaho/>

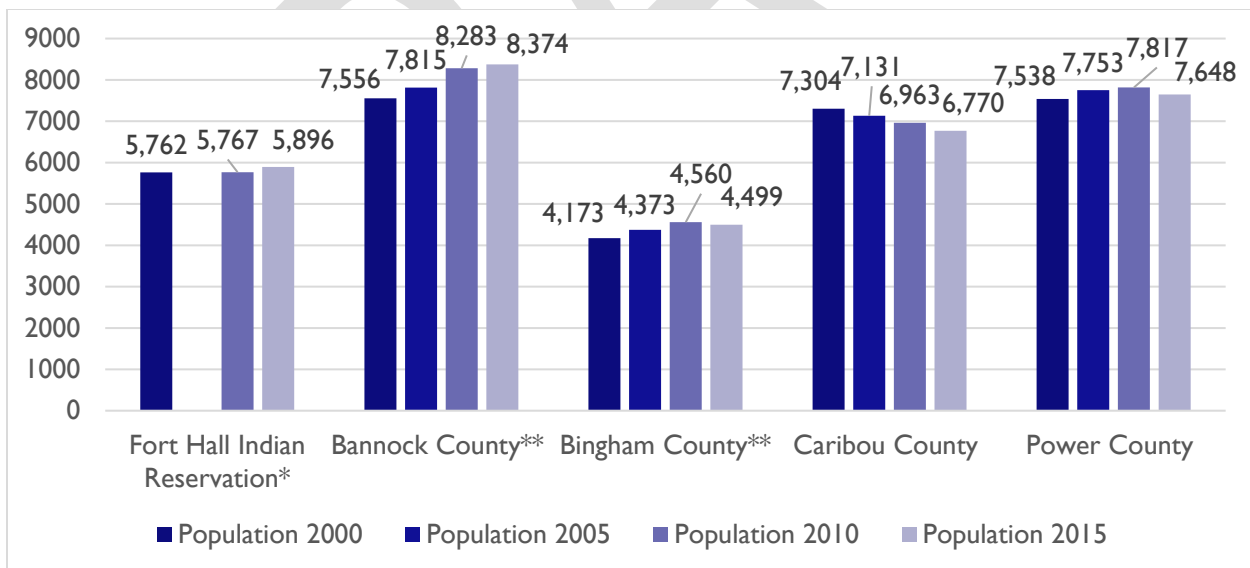
Figure 2: Eastern Idaho Regional Population Growth Rates, 2000 to 2014



Sources: U.S. Census Bureau, 2009-2014 American Community Survey 5-Year Estimates and 2000 Census

The Tribes' current economic development efforts, as identified in this CEDS process, have the potential to employ current residents and draw new residents to the region, including attracting tribal members that currently live off the Reservation to return to the Fort Hall Indian Reservation. The Tribes are also actively seeking a solar panel partnership in Pocatello and a manufacturing project with Idaho National Laboratory in Idaho Falls.

Figure 3: Fort Hall Indian Reservation and Eastern Idaho Regional Population 2000, 2005, 2010 and 2015



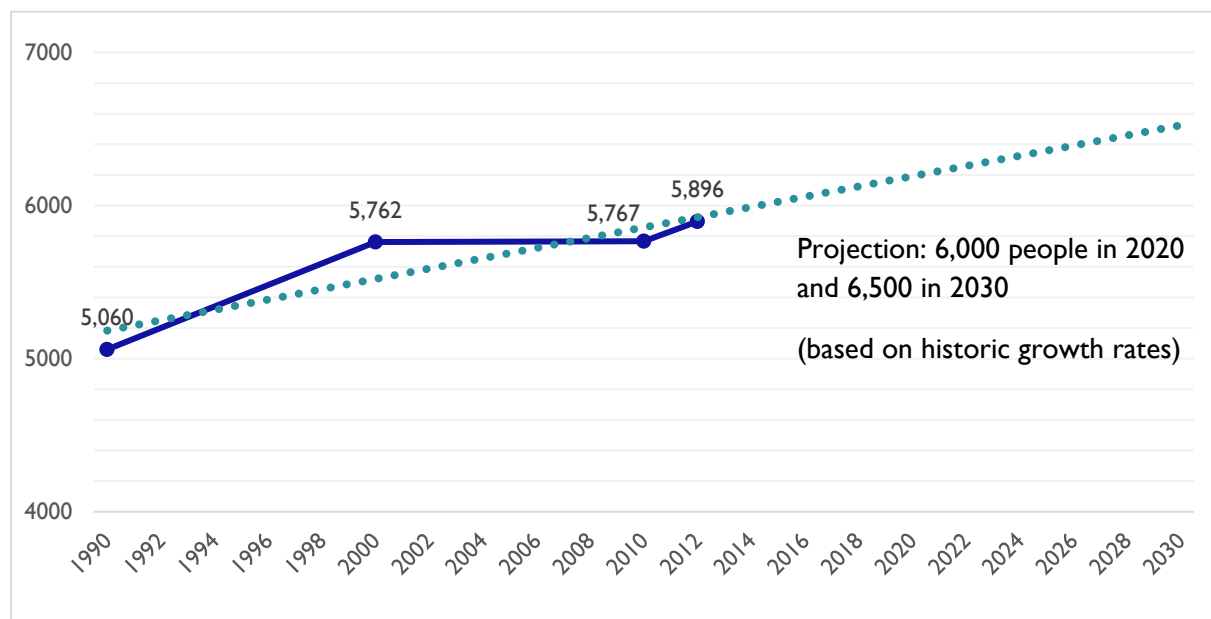
*Fort Hall Indian Reservation Population 2015 represents 2009-2014 Estimates to show the most recently available data.

**Bingham County and Bannock County Population numbers represent a tenth of actual population to show comparative graphs.

Sources: U.S. Census Bureau, 2010 to 2015 Population Estimates; U.S. Census Bureau, Census 2000 and 2010; U.S. Census Bureau, State and County Estimates 2005; U.S. Census Bureau, 2009-2014 American Community Survey 5-Year Estimates

Figure 4 plots four different population points for the Fort Hall Indian Reservation and applies a best-fit logarithmic trend line to the data points to generate an estimate of future population trends. As seen in the figure, the trend line predicts modest population growth, to just over 6,000 people in 2020, and almost 6,500 in 2030.

Figure 4: Historical and Projected Population of Fort Hall Indian Reservation



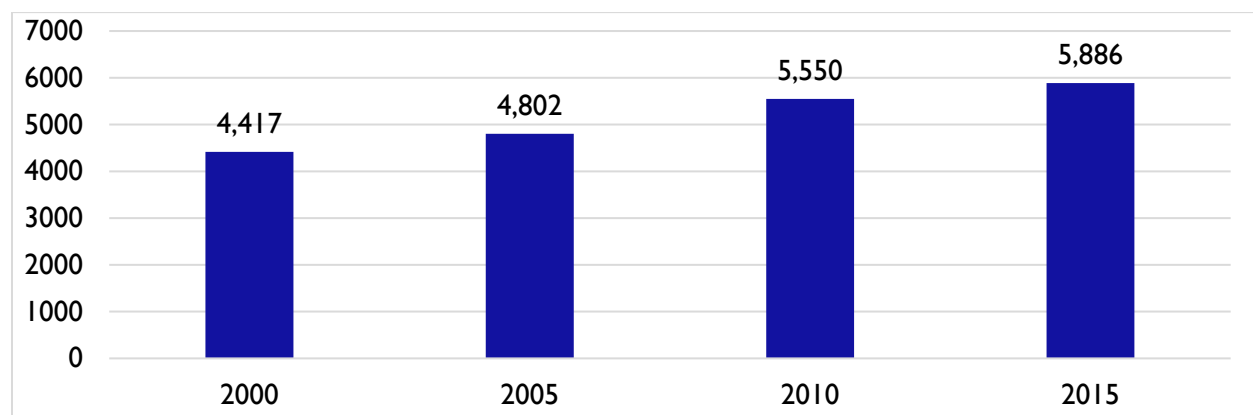
NOTE: The dotted line is a logarithmic best-fit curved line generated in Microsoft Excel. The trend line is calculated to fit the existing data points and identify projected trends into the future. The logarithmic method is often used to calculate population trends when the rate of change in the data increases or decreases rapidly and then levels out.

Source: U.S. Census data (2000, 2010), American Community Survey data (2009-2014 five-year average plotted for 2012). 1990 data comes from Minnesota Population Center. National Historical Geographic Information System: Version 11.0 [Database]. Minneapolis: University of Minnesota. 2016. <http://doi.org/10.18128/D050.V11.0>.

Tribal Enrollment Population and Growth

According to 2016 tribal enrollment numbers there are 5,886 individuals currently enrolled in the Shoshone-Bannock Tribes. Estimates show 63 percent (3,710) of tribal members currently reside on the Reservation, which means 37 percent of enrolled members live off the Reservation. Enrollment in the Shoshone-Bannock Tribes has grown substantially, 33 percent (an increase of 1,469 individuals), from 2000 to 2015 (Figure 5).

Figure 5: Shoshone-Bannock Tribal Enrollment, 2000 to 2015



Source: Shoshone-Bannock Tribal Enrollment, 2016

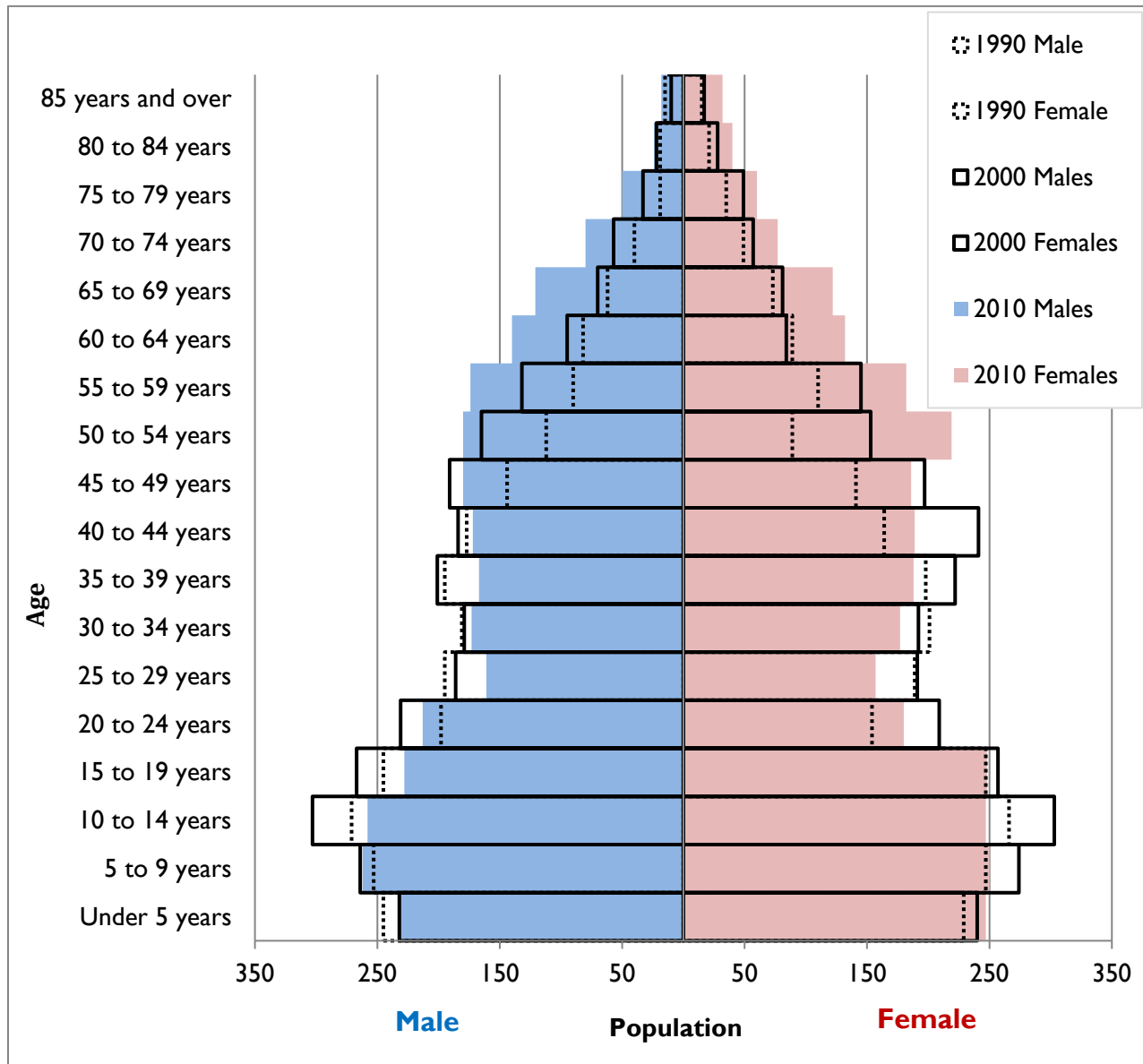
Age and Sex Reservation Population

Age and sex data help define the characteristics of the current population and serve as a tool for anticipating future growth. Figure 6 is an age and sex pyramid for Fort Hall Indian Reservation. The 2010 U.S. Census estimates are in a shaded color, with the 2000 Census distribution overlaid on top of the data in a solid line, and the 1990 distribution in a dotted line. Since the age categories are measured in five-year intervals, and the Census occurs every ten years, residents in each category typically “age up” two levels between each Census period. However, other factors including births, deaths and migration impact how the pyramid changes shape over time. Below is a summary of general observations and trends in the Fort Hall Indian Reservation age and sex data between 1990 and 2010.

- The 1990 and 2000 pyramid shapes have a broader base and more narrow top, indicative of higher birth rates and a growing community. Overall, birth rates have remained steady across the past twenty years.
- The larger age bands in the center of the pyramid align with the “baby boomer” cohort born from 1946-1964 and can be seen “moving up” the graphic over the Census intervals. This may have implications regarding assisted living and senior population programs and service needs.
- Across all years there is a thinning of the population, ages 20 to 40 age, suggesting limited opportunities for young adults to remain on the Reservation. For example, there were 606 residents in the 10 to 14-year old age bracket in 2000; these individuals aged into the 20 to 24-year old age category for 2010, but declined to 393 residents. Tribal department staff feedback indicates these residents could be leaving to seek educational or employment opportunities elsewhere, due to other factors including housing availability and affordability, or more challenging circumstances, including incarceration.
- There are relatively few individuals at the top of the pyramid, suggesting shorter life spans on the Reservation, and/or that residents are opting to retire elsewhere and leave the community. However, 2010 Census numbers show an increasing number of elder residents, indicating average life spans may be growing.

- In 2000 approximately 48 percent of the population was male and 52 percent of the population was female; these numbers become slightly more evenly distributed in the 2010 Census, with 49 percent male and 51 percent female.

Figure 6: Age and Sex on the Fort Hall Indian Reservation, 1990 to 2010



Source: U.S. Census data (2000, 2010), 1990 data comes from Minnesota Population Center. National Historical Geographic Information System: Version 11.0 [Database]. Minneapolis: University of Minnesota. 2016. <http://doi.org/10.18128/D050.V11.0>

Age and Sex Tribal Enrollment

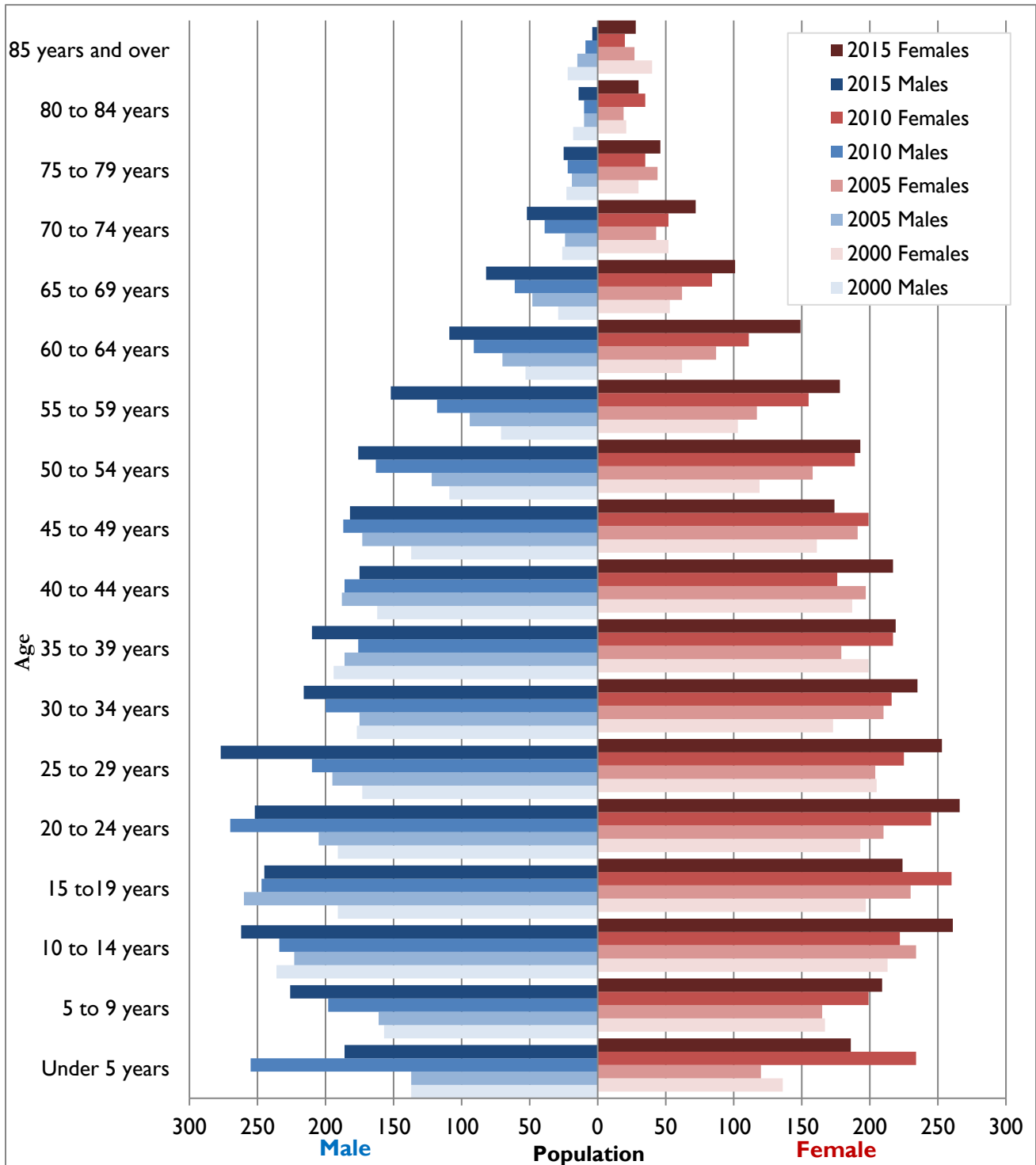
Figure 7 shows tribal enrollment for the Shoshone-Bannock Tribes for 2000, 2005, 2010 and 2015. Like the previous figure, this age and sex pyramid can help understand how the Tribes' population is changing over time. The following bullets summarize some of the changes in the distribution of age and sex for tribal members between 2000 and 2015.

- Between 2000 to 2015 enrollment in the Shoshone-Bannock Tribes grew significantly (33 percent).
- The enrollment population in the Shoshone-Bannock Tribes shows increasing membership and a consistent beehive pyramid shape, which shows a population that is slowly growing or stabilizing.
- The Tribes lifted a moratorium on tribal enrollment in 2005, which likely contributed to the expansive growth of young tribal members between 2005 and 2010.⁴
- 2015 data shows a bulge of residents in the 20 to 29-year old range, who can be consistently tracked backward down the pyramid through 2010, 2005 and 2000. Approximately one-sixth (18 percent) of tribal members are in their twenties.
- Tribal enrollment data shows growth in both male and female populations of enrolled members, and a consistent trend toward more females than males enrolled in the Tribes. The number of male tribally enrolled members has grown by 35 percent and the number of tribally enrolled females has grown by 31.5 percent since 2000.
- Tribal enrollment data shows a consistent, small number of individuals in the highest age categories. This generally indicates lower than average life expectancies among tribal members.

This slow but consistent growth pattern in tribal enrollment numbers could result in future increases in Reservation population. This potential increase highlights an opportunity for the Tribes to provide additional services and programs to attract members back to the Reservation, which could in turn, create a larger population base and related economic growth.

⁴ Qualitative interviews with the Tribal Enrollment Department and the Tribal Planning Department highlight a moratorium on new membership applications during this time.

Figure 7: Age and Sex of Tribal Members, 2000-2015

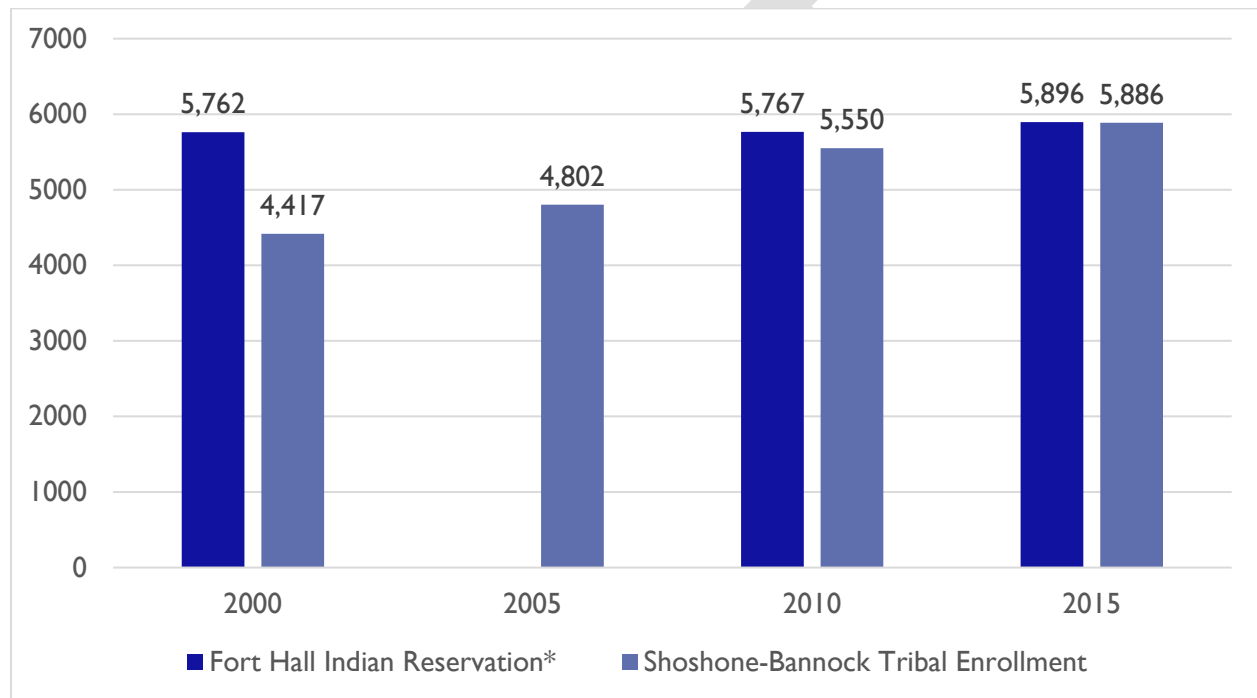


Source: Shoshone-Bannock Tribal Enrollment Data

Comparing Tribal Enrollment to Overall Population

Comparing the population of the Fort Hall Indian Reservation to the Shoshone-Bannock Tribes enrollment numbers shows growth in tribal enrollment, and a relatively stable number of individuals living on the Fort Hall Indian Reservation (Figure 8). Sixty-seven percent of the people living on the Reservation are tribally enrolled members, which highlights a potential population growth opportunity if the Tribes are able to attract additional tribal members to live on the Reservation. While these numbers are tracking different populations, looking at the growth trends provides useful information regarding potential growth of enrolled tribal members living on the Reservation.

Figure 8: Fort Hall Indian Reservation Population and Shoshone-Bannock Tribal Enrollment Population 2000, 2005, 2010, 2015



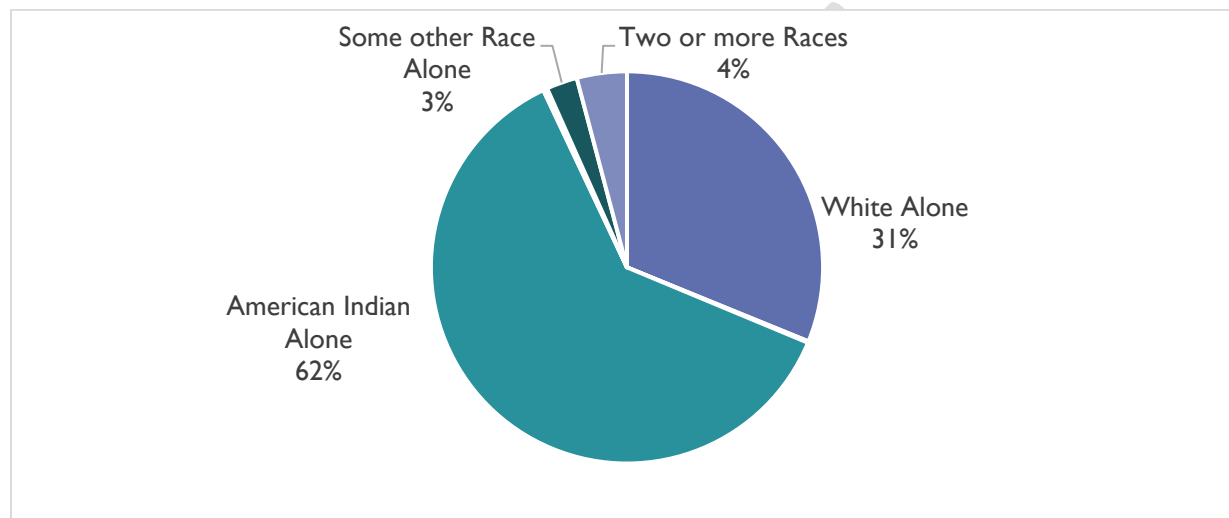
**Fort Hall Indian Reservation Population 2015 represents 2014 Estimates to show the most recently available data. Data is not available for the 2005 Fort Hall Indian Reservation Population.*

Sources: U.S. Census Bureau, Population Division, Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2015; U.S. Census Bureau, Census 2000 and 2010; U.S. Census Bureau, State and County Estimates 2005; Shoshone-Bannock Tribal Enrollment, 2016

Race and Ethnicity

In 2010, 62 percent of Fort Hall Indian Reservation residents self-identify as “American Indian Alone,” while 31 percent of the residents identify as “White Alone” (Figure 9). Four percent of individuals living on the Reservation identify themselves as two or more races, and the remaining three percent of the population represents all other races. The 2010 data is similar the population information from the year 2000, which indicates a stable racial composition during this ten-year period (Figure 10).

Figure 9: Fort Hall Indian Reservation Racial Composition, 2010



Sources: U.S. Census Bureau, Census 2010

Figure 10: Fort Hall Indian Reservation Population by Race*, 2000-2010 Change

	2000	2010	% change
Total Population	5,762	5,767	0
White Alone	1,826	1,797	-2%
Black or African American Alone	2	7	250%
American Indian Alone	3,648	3,558	-2.5%
Asian Alone	15	18	20%
Native Hawaiian and Other Pacific Islander Alone	1	2	50%
Some other Race Alone	168	147	-12.5%
Two or more Races	102	238	133%

Source: U.S. Census Bureau, Census 2000 and 2010

**This is a condensed version that does not go into specifics such as differentiating individuals of Asian descent into “Chinese, Korean, Japanese, etc.*

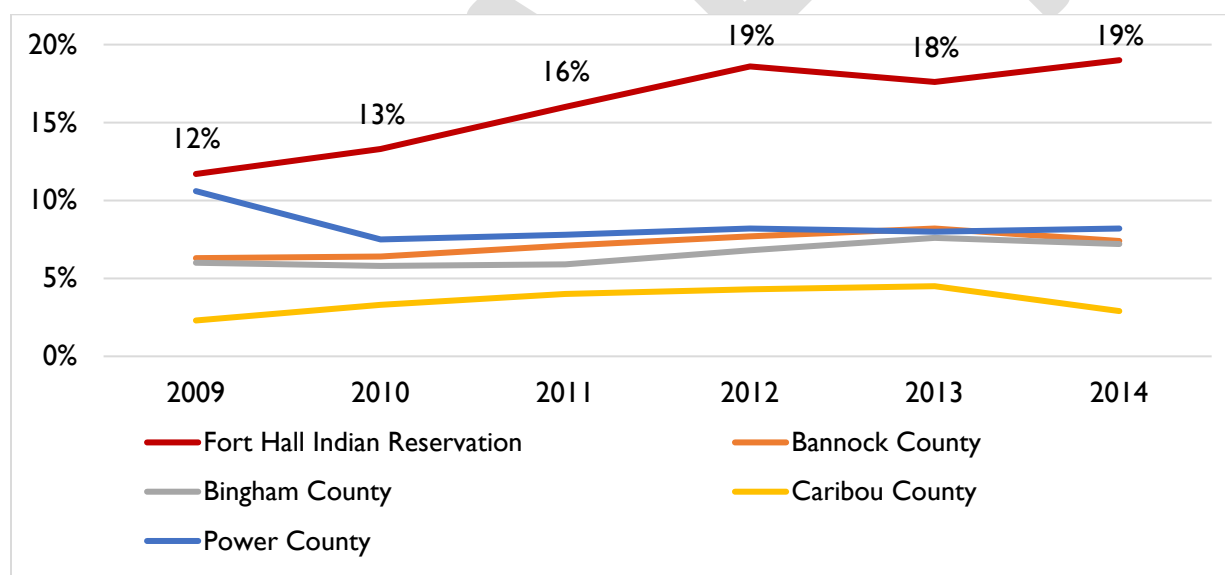
Economic Profile

Economic indicators such as median household income, unemployment and poverty give valuable perspective on the current and future economic prospects of the Fort Hall Indian Reservation.

Employment and Unemployment

Unemployment on the Fort Hall Indian Reservation grew 7.3 percent over the period of 2009 to 2014, from 11.7 percent unemployment to 19 percent (Figure 11). During the same period, unemployment in surrounding Eastern Idaho counties remained relatively constant with averages between three to ten percent. Unemployment estimates track only individuals of working age who are actively looking for work but are not finding employment, and who would be available to start working if an opportunity were to arise.⁵

Figure 11: Eastern Idaho Regional Unemployment Trend Data 2009 to 2014



Sources: U.S. Census Bureau, 2009-2014 American Community Survey 5-Year Estimates

This divergence between Reservation and regional unemployment trends suggests a range of possible workforce development challenges, including a lack of employment opportunities, insufficient workforce education, and/or access to part-time or flexible jobs that meet the needs of individuals who may be taking care of dependents or have other obligations.⁶ Additionally,

⁵ ACS Employment Status Data by Block Group, 2006-2010. Labor Force Statistics.

http://www.census.gov/people/laborforce/about/acs_employ.html. All civilians 16 years old and over are classified as unemployed if they (1) were neither “at work” nor “with a job but not at work” during the reference week, and (2) were actively looking for work during the last 4 weeks, and (3) were available to start a job. Also included as unemployed are civilians who did not work at all during the reference week, were waiting to be called back to a job from which they had been laid off, and were available for work except for temporary illness.

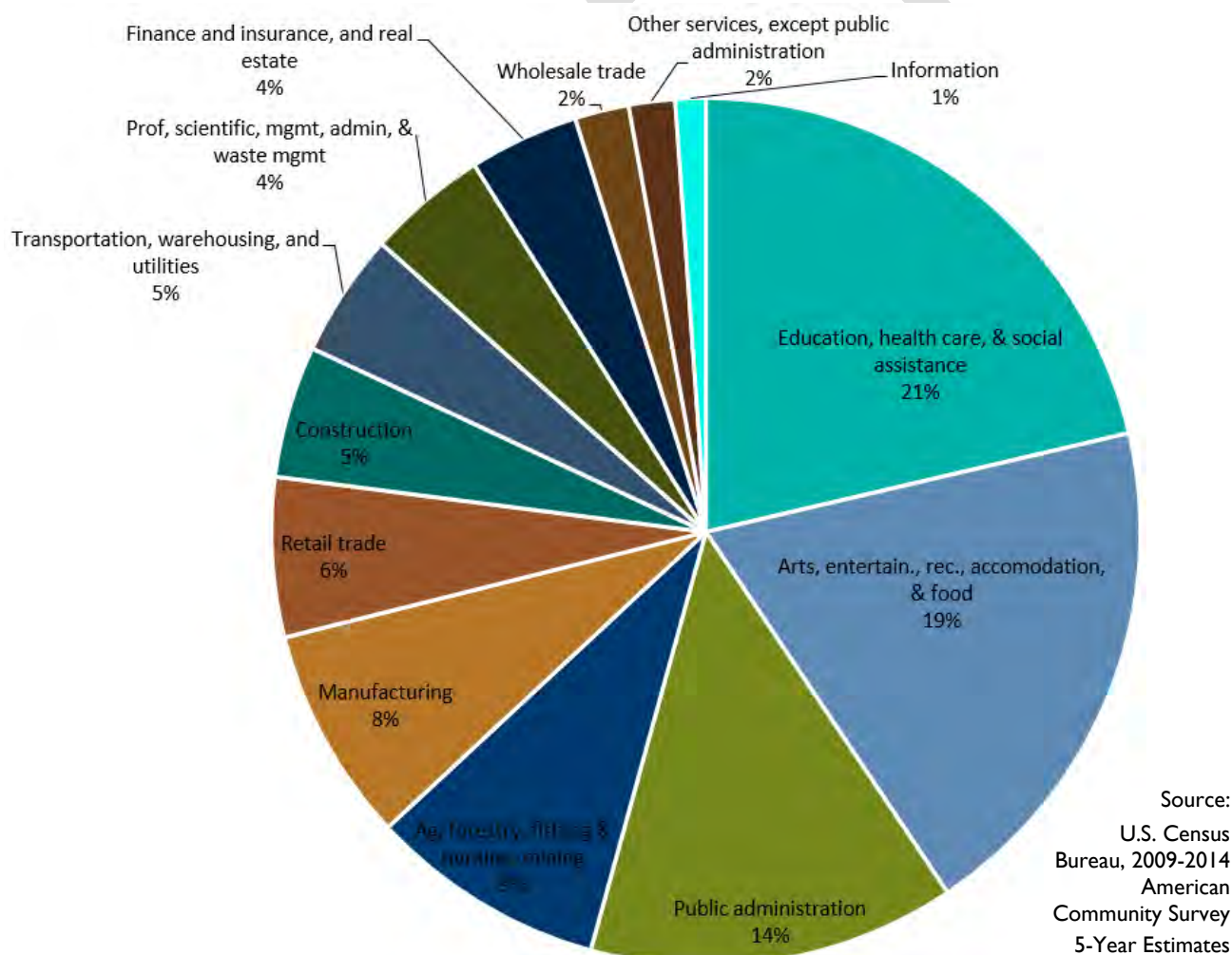
⁶ Conversations with the Shoshone-Bannock Tribes Business Council on May 12th, 2016 revealed a lack of training and educational opportunities to meet available jobs, and many individuals struggling to maintain employment while managing personal or familial issues.

according the 2010 *Shoshone-Bannock Tribes Comprehensive Plan* chronic health issues are a limiting factor for some tribal members seeking employment.⁷

Local Employment Sectors and Occupations

Education, health care and social assistance is the largest sector of employment for the Fort Hall Indian Reservation population, providing 21.3 percent of total employment (Figure 12). Arts, entertainment, recreation and accommodation is the next largest employment sector with 19.3 percent of total employment, followed by public administration at 13.7 percent. Employment by industry sector shows the relative diversity of the economy and the degree of dependence on particular industries or employers. Figure 12 shows the complete industry breakdown for the Fort Hall Indian Reservation based on 2009 to 2014 Census estimates.

Figure 12: Fort Hall Indian Reservation Employment by Industry, 2009 to 2014 Averages



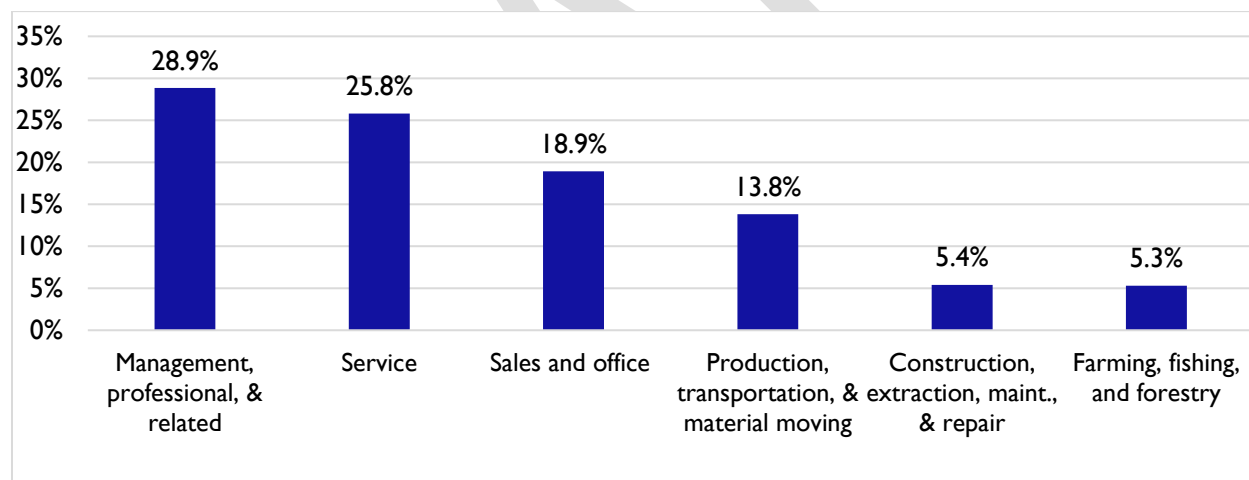
⁷ Shoshone-Bannock Tribes Comprehensive Plan Final Draft, September 17, 2010. "Diabetes, substance abuse, behavioral problems and other problems of the body and mind have caused much suffering in our community. These problems also affect the ability of tribal members to hold jobs, to raise their children, to exercise treaty rights, and to enjoy life as it was meant to be."

The Shoshone-Bannock Tribes directly employ 1,277 individuals throughout their government operations and business enterprises, making them the fourth largest employers in Eastern Idaho.⁸ The Fort Hall Casino and Hotel is one of the largest employers on the Reservation, with an estimated 200,000 visitors annually.

Many of the traditional data tools used to examine employment and industry data do not consider self-employed individuals. The U.S. Census provides nonemployer statistics at the county level, based off of tax return information for business establishments with no employees. These businesses without employees can cumulatively bring in significant revenues for a community or county; for example, in 2014, the four overlapping counties (Bannock, Bingham, Caribou and Power counties) had a combined 16,744 nonemployer business establishments and reported a combined \$679 million in reported earnings, or “receipts.”⁹

Management and professional positions are the most common type of occupation on the Fort Hall Indian Reservation, accounting for 28.9 percent of positions (Figure 13). Service-related positions are the second most common occupation with 25.8 percent of workers, and 18.9 percent are employed in sales-related positions.

Figure 13: Fort Hall Indian Reservation Employment by Occupation, 2009 to 2014 Averages



Source: U.S. Census Bureau, 2009-2014 American Community Survey 5-Year Estimates

The Tribes own over 110,000 acres of agricultural land which produces approximately \$75 million in crops annually, and generates over 900 jobs for the region. Despite this large agricultural economy on the Reservation, only 5.3 percent of individuals living on the Reservation are employed in the occupations of farming, fishing, or forestry (Figure 13), indicating that the jobs created by tribally-owned farm land are not going to residents of the Fort Hall Indian Reservation. Qualitative interviews with the Fort Hall Business Council and the Land Use and Policy Commission confirm that agricultural positions are being outsourced to non-tribal members.

⁸ Petersen, Steven. [Tribal Economic Impacts: The Economic Impacts of the Five Tribes on the Economy of Idaho](https://www.sde.idaho.gov/indian-ed/files/curriculum/Idaho-Tribes-Economic-Impact-Report.pdf). 2015. <https://www.sde.idaho.gov/indian-ed/files/curriculum/Idaho-Tribes-Economic-Impact-Report.pdf>

⁹ Nonemployer Statistics, 2014. Released May 24, 2016. Based on Internal Revenue Service tax returns.

The Tribes receive federal funds to support ongoing governmental operations, health services, education, environmental quality and economic development opportunities.¹⁰ These operations employ many tribal members. According to interviews, the Tribes do not always pay competitive wages and therefore some residents who would like to work on the Reservation opt to travel into Pocatello or Blackfoot instead for higher-paying jobs. Ongoing and proposed development projects, including capital improvements associated with the Exit 80 Master Plan, will likely create additional employment opportunities in the construction and specific trade fields for both tribal and non-tribal workers on the Reservation.

Regional Industry Clusters

The U.S. Economic Development Administration partners with the Harvard Business School to provide U.S. Cluster Mapping through an interactive website, available here: <http://www.clustermapping.us/>. The tool compiles data from the U.S. Census, STATS America, the Regional Innovation Acceleration Network, U.S. Bureau of Labor Statistics, the U.S. Bureau of Economic Analysis and the U.S. Patent and Trademark Office to prepare detailed analysis of local and regional industries by looking at factors such as the relative concentration of establishments, employments and wages. The following information was downloaded from the website for a custom region, defined by the four counties that overlap with the Fort Hall Indian Reservation: Bannock, Bingham, Caribou and Power counties, referred to as “Eastern Idaho” in this section. This analysis covers a much larger area than the Reservation-specific data in the previous section, and includes population centers such as Pocatello and Blackfoot. Nonetheless, it can be helpful to understand the regional trends when considering threats and opportunities to the economy on the Reservation.

The clusters are broken out into traded clusters, or those industries with an export component, and local clusters, which primarily serve residents. Figure 14 shows the top ten clusters for both traded and local industries, sorted by industry employment in the region. The table also shows how the region compares to the other 3,143 counties in the U.S., including a percent rank with all other counties. The top traded cluster in terms of employment is Food Processing and Manufacturing (3,540 employees in 2014), which includes many of the manufacturing businesses and facilities discussed earlier in this chapter that have recently established themselves in Eastern Idaho, such as Chobani, Clif Bar, Fabri-Kal, ConAgra, Amy’s, Idahoan and Mar’s Produce. The second largest cluster is Distribution and Electronic Commerce (2,570 employees), followed by Hospitality and Tourism (1,798 employees). The Fort Hall Casino and Hotel contributes to the employment numbers in the latter category. The table also includes comparative employment numbers from 2000, which help identify areas that are growing or shrinking. Insurance Services and Nonmetal Mining experienced the largest growth over the 14-year period, while Information Technology and Analytical Instruments and Upstream Chemical Products both experienced significant employment losses. While they are not the highest in terms of employment, both Upstream Chemical Products

¹⁰ Petersen, Steven. *Tribal Economic Impacts: The Economic Impacts of the Five Tribes on the Economy of Idaho*. 2015. <https://www.sde.idaho.gov/indian-ed/files/curriculum/Idaho-Tribes-Economic-Impact-Report.pdf>

and Nonmetal Mining rank in the top two percent of all U.S. counties in terms of relative concentration in the region.

A similar analysis was prepared for local clusters in Eastern Idaho. The top clusters in the region are Local Health Services (7,650 employees in 2014), Local Hospitality Establishments (4,052 employees) and Local Real Estate, Construction and Development (3,627 employees). The first two categories overlap with the largest industry on the Fort Hall Indian Reservation, which is Education, Health Care and Social Assistance. The three clusters with the most growth in employment between 2000 and 2014 were Local Financial Services, Local Logistical Services and Local Health Services, while Local Food and Beverage Processing and Distribution and Local Real Estate, Construction and Development experienced minor losses. All ten of the top local clusters are in the top six percent of relative concentration when compared with other counties in the U.S.

The tables on the following page come from the U.S. Cluster Mapping site:

Source: U.S. Cluster Mapping (<http://clustermapping.us>), Institute for Strategy and Competitiveness, Harvard Business School. Copyright © 2014 President and Fellows of Harvard College. All rights reserved. Research funded in part by the U.S. Department of Commerce, Economic Development Administration.

Figure 14: Industry Cluster Analysis for Eastern Idaho (Bannock, Brigham, Caribou and Power Counties), 2000-2014

Top 10 Traded Clusters, 2014						
<i>Traded clusters serve markets in other regions or nations, and are concentrated in regions that afford specific competitive advantages.</i>						
	Cluster	# of employees, 2014	# of employees, 2000	Employment change since 2000	County Rank (out of 3,143 in the US)	Percent Rank (out of all US counties)
1	Food Processing and Manufacturing	3,540	3,015	17%	86	3%
2	Distribution and Electronic Commerce	2,570	2,198	17%	167	5%
3	Hospitality and Tourism	1,798	951	89%	167	5%
4	Insurance Services	1,785	860	108%	102	3%
5	Business Services	1,679	1,041	61%	177	6%
6	Upstream Chemical Products	1,135	2,645	-57%	51	2%
7	Nonmetal Mining	760	245	210%	52	2%
8	Marketing, Design, and Publishing	609	470	30%	135	4%
9	Information Technology and Analytical Instruments	505	1,840	-73%	114	4%
10	Transportation and Logistics	418	548	-24%	177	6%
Top 10 Local Clusters, 2014						
<i>Local clusters sell products and services primarily for the local market and are located in every region.</i>						
	Cluster	# of employees, 2014	# of employees, 2000	Employment change since 2000	County Rank (out of 3,143 in the US)	Percent Rank (out of all US counties)
1	Local Health Services	7,650	5,440	41%	176	6%
2	Local Hospitality Establishments	4,052	3,894	4%	176	6%
3	Local Real Estate, Construction, and Development	3,627	4,043	-10%	176	6%
4	Local Motor Vehicle Products and Services	2,504	2,602	-4%	176	6%
5	Local Retailing of Clothing and General Merchandise	2,298	1,717	34%	175	6%
6	Local Commercial Services	1,822	1,516	20%	175	6%
7	Local Food and Beverage Processing and Distribution	1,492	1,701	-12%	178	6%
8	Local Financial Services	1,304	860	52%	176	6%
9	Local Community and Civic Organizations	1,229	979	26%	179	6%
10	Local Logistical Services	1,041	683	52%	175	6%

The U.S. Cluster Mapping website also includes a number of visualizations and mapping tools for tracking industry specializations, concentrations and relationships. Figure 15 displays cluster linkages for key clusters in Eastern Idaho, along with related industries that could be further developed based on the existing regional economy. For example, based on the graphic, potential new industries that overlap existing clusters include Plastics, Metalworking, Communications, Recreational Goods and Medical Devices. To view an interactive version of the graphic, including a detailed breakdown of each cluster, visit the U.S. Cluster mapping website: <http://clustermapping.us>.

Key to the Cluster Linkages and Economic Diversification Visual

Circles

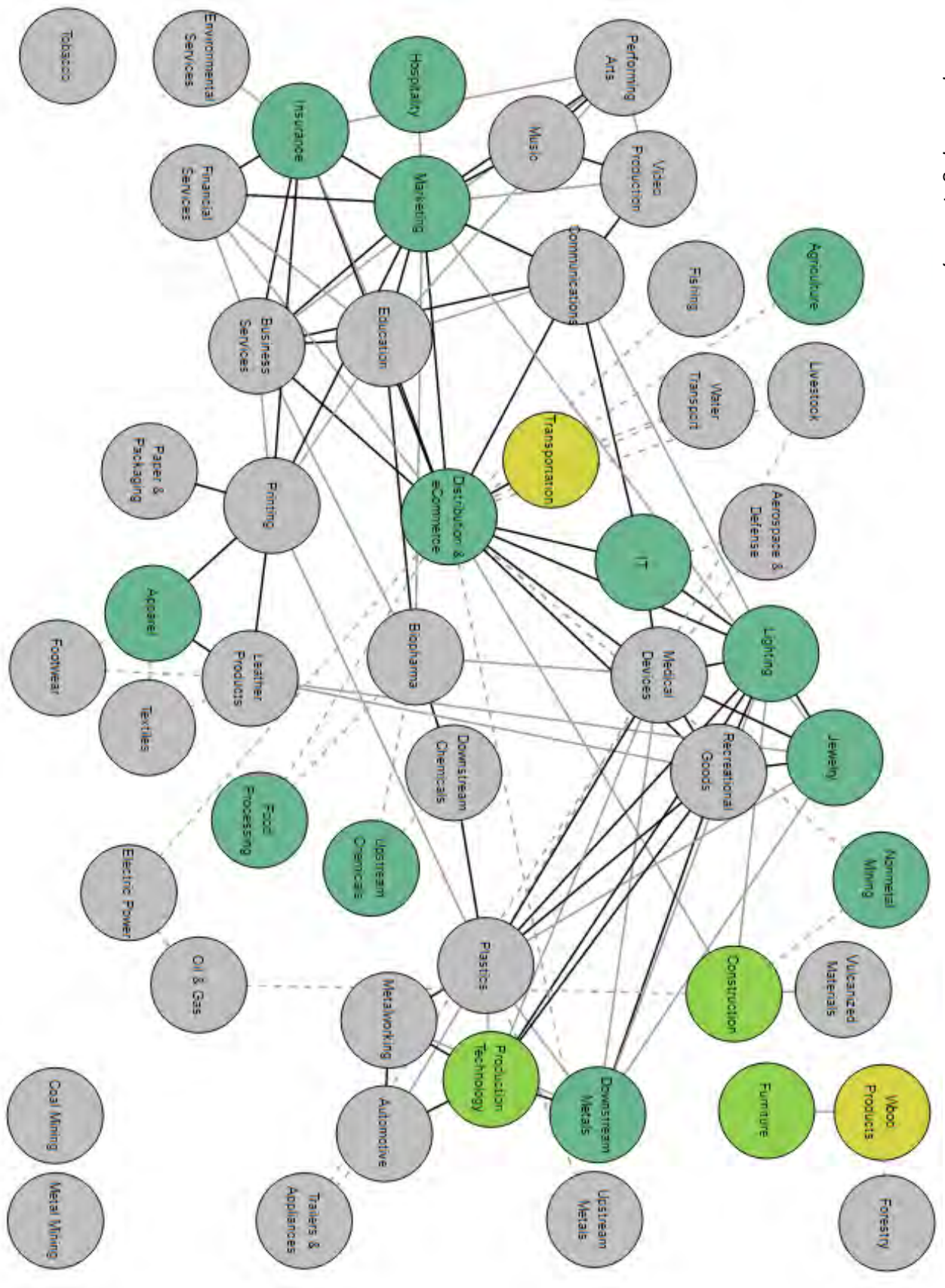
- **Teal:** Existing regional clusters with above 90 percentile specialization when compared with other U.S. counties.
- **Green:** Existing regional clusters with above 75 percentile specialization when compared with other U.S. counties.
- **Yellow:** Existing regional clusters with above 50 percentile specialization when compared with other U.S. counties.
- **Grey:** Industry clusters with opportunity for increased development, investment and growth that are currently not concentrated in the region.

Lines

- Solid black line: very high score (95 percentile) for cluster relatedness, based on correlation between employment, establishment, occupation and input-output needs of related industries
- Grey line: high score (90-94 percentile) for cluster relatedness, based on correlation between employment, establishment, occupation and input-output needs of related industries
- Dotted line: medium scores for cluster relatedness, based on correlation between employment, establishment, occupation and input-output needs of related industries

Source: U.S. Cluster Mapping (<http://clustermapping.us>), Institute for Strategy and Competitiveness, Harvard Business School. Copyright © 2014 President and Fellows of Harvard College. All rights reserved. Research funded in part by the U.S. Department of Commerce, Economic Development Administration.

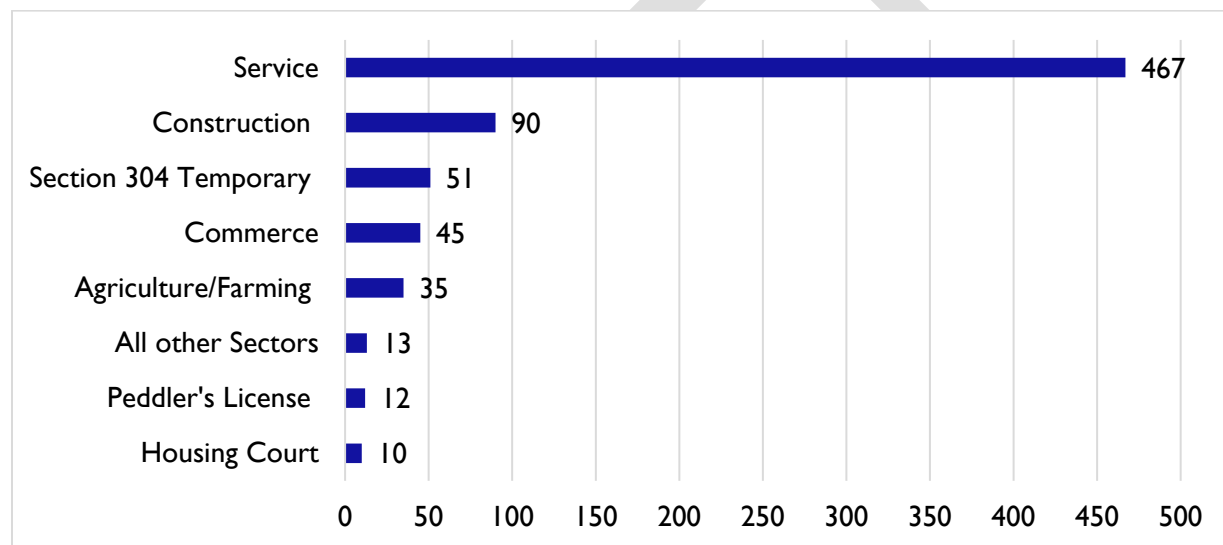
Figure 15: Cluster Linkages and Economic Diversification for Eastern Idaho, 2014
 Visit the previous page for a key and source data



Small Business Development

As of July 2016, there were 731 business licenses granted to individuals and corporations to operate and perform business on the Fort Hall Indian Reservation. Sixty-three percent of all licenses granted fell into the service sector which includes retail and restaurant sales, distribution, technical services, contracting services, and small scale production and manufacturing of goods (Figure 16). The second largest license category was construction with 12.3 percent, followed by 4.7 percent were for agricultural and farming operations. Of the 731 licenses granted by the Tribes, 128 (17.5 percent) were given to tribal member economic enterprises. 71 of the licenses were listed as originating from residents of the Fort Hall Indian Reservation.

Figure 16: Fort Hall Indian Reservation Business Licenses by Sector, 2016



Source: Shoshone-Bannock Tribes Business License Department, 2016

Workforce Participation and Characteristics

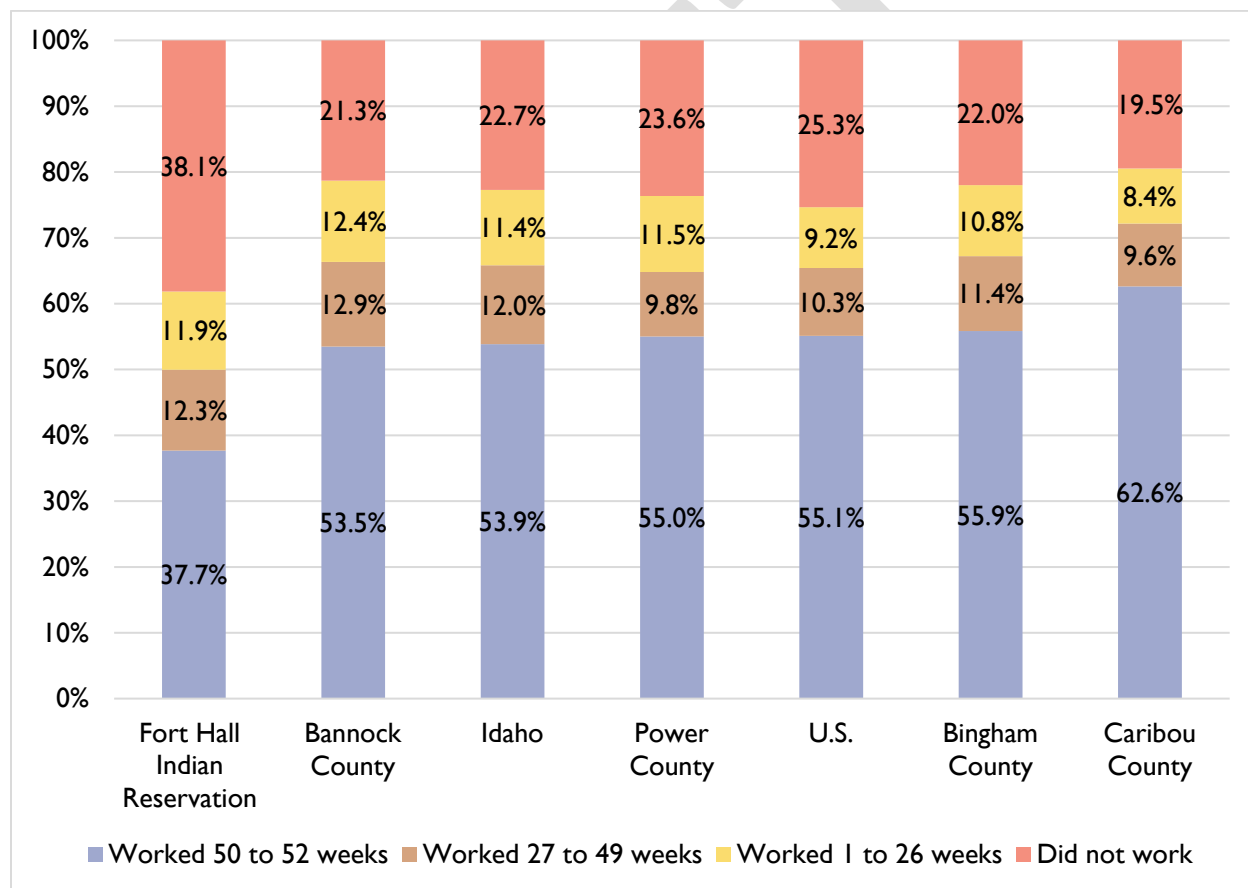
Between 2009 and 2014 an average of 37.7 percent of Fort Hall Indian Reservation residents were full-time workforce participants, working between 50 to 52 weeks a year (one-year of working full time). A slightly higher percentage, 38.1 percent, did not participate in the workforce at all.

Workforce participation on the Fort Hall Indian Reservation is significantly lower than that of the surrounding counties, the state of Idaho, and the nation, all of which averaged a full-time workforce participation rate between 53 to 62 percent (Figure 17). Workforce participation is a calculation of the proportion of the population eligible for work that is employed full-time or part-time. A lower rate of full-time employment can impact a populations income potential, overall standards of living and can have long term effects on workforce development and future employment opportunities.¹¹

¹¹ Hall, Robert, and Nicolas Pertosky-Nadeau. Changes in Labor Participation and Household Income. Federal Reserve Bank of San Francisco. 2016. <http://www.frbsf.org/economic-research/publications/economic-letter/2016/february/labor-force-participation-and-household-income/> “For most people, active participation in the labor market is socially desirable for several reasons. One major benefit is the set of skills and abilities a person gains on the job. Long periods out of employment can mean a worker loses valuable skills. In terms of the overall labor force, this loss is compounded, lowering the accumulation of human capital and negatively

Part-time workers, defined as those individuals working 1-49 weeks a year, often work part-time because they are students, are taking care of dependents, or are elderly individuals who wish to remain in the workforce. The reasons for the low participation rate are complex, and could include a lack of workforce development and training that match the available employment opportunities, a lack of jobs that match the interests of reservation residents (management and service jobs account for over half of all employment opportunities), or a desire to pursue personal interests or additional time with family. A lack of available transportation options has created an additional challenge for workforce participation on the Fort Hall Indian Reservation. Supplemental income from annual gaming distributions also plays a role in allowing some individuals to work less than full-time.

Figure 17: Eastern Idaho Regional Workforce Participation Data, 2009 to 2014 Estimate Averages



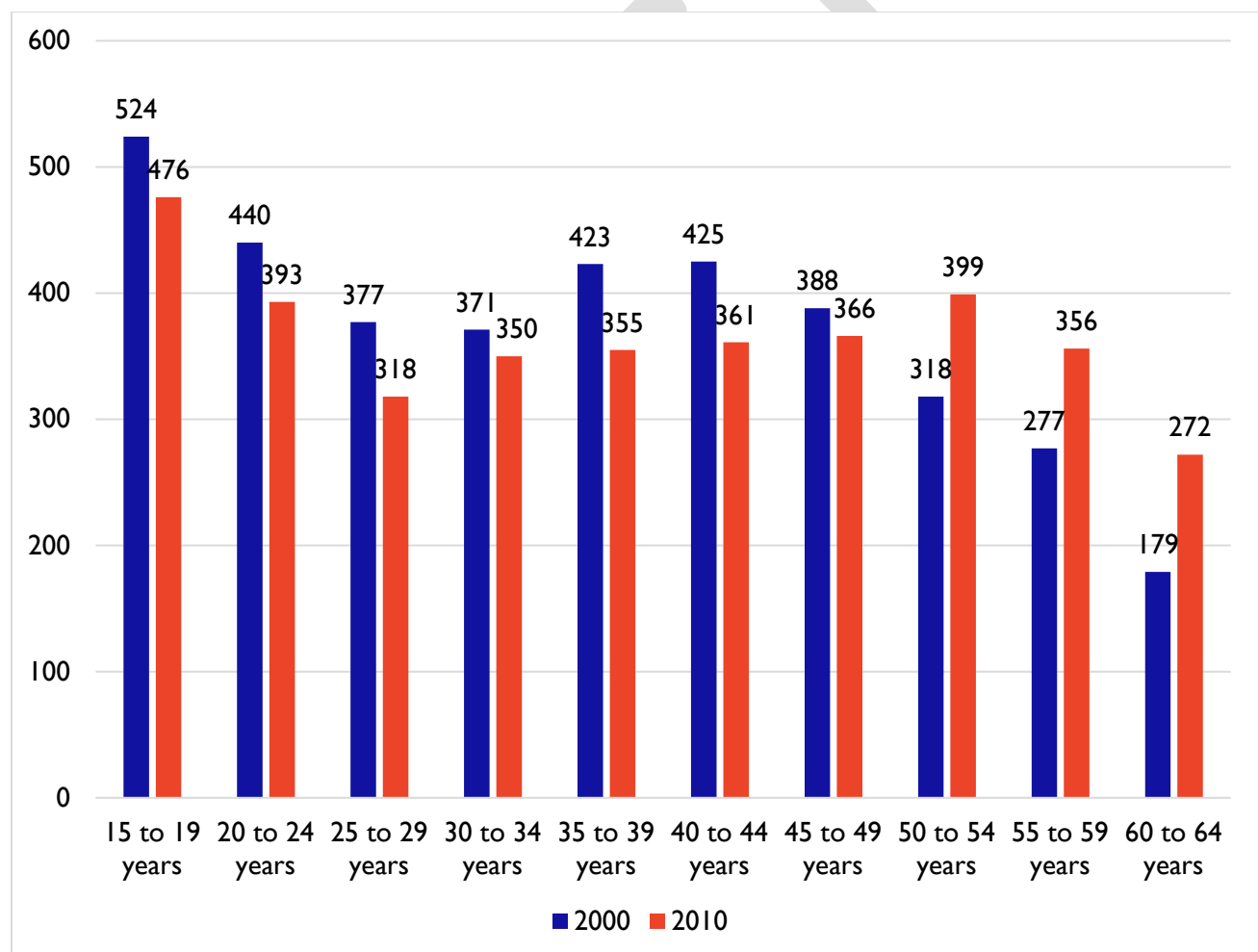
Source: U.S. Census Bureau, 2009-2014 American Community Survey 5-Year Estimates

affecting economic growth in the long run. As such, a decline in labor force participation, particularly among workers in their prime, is a significant concern for policymakers.”

Age and Sex

In 2010 there were a larger number of younger workers (476) and a smaller number of workers over the age of 60 (272) on the Fort Hall Indian Reservation. Between 2000 to 2010, there was growth in the number of workers over the age of 50 and a decrease in workers under the age of 49 (Figure 18). This shift shows an aging workforce, which could be due to a migration of older individuals back to the Reservation, or a need for residents to work longer in response to the 2008/2009 economic downturn. Both 2000 and 2010 show a decrease in the number of workers between the ages of 25 to 29 years of age, which could be an indicator of decreased employment opportunities for individuals in their twenties. Gaps in entry level positions and lower than average wages are amongst some of the potential reasons for a decrease in employment for individuals in their twenties.¹²

Figure 18: Fort Hall Indian Reservation Workforce Age Breakdown, 2000 and 2010



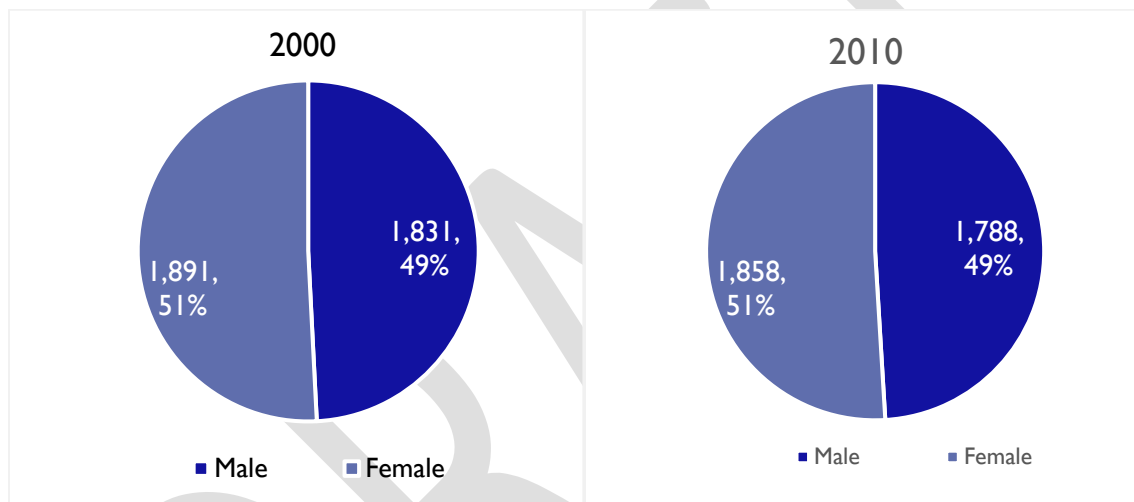
Source: U.S. Census Bureau, Census 2000, 2010

The Fort Hall Indian Reservation has a relatively even distribution of males and females in the workforce, defined as all individuals between the ages of 16-64 who are eligible to work. In 2000, the

¹² Qualitative interviews and conversations with tribal department staff, and Fort Hall Indian Reservation Between March 2016 and July 2016.

Fort Hall Indian Reservation workforce consisted of 3,722 individuals. Of these individuals, 49.1 percent were male (1,831), and 50.9 percent were female (1,891).¹³ The most recent 2010 Census data estimates the workforce on the Reservation at 3,646 individuals with a sex breakdown of 48.7 percent male and 51.3 percent female (Figure 19). Comparing the 2000 and 2010 data shows a stable workforce gender breakdown. While this comparative data does not show any visible inequity between the genders in the workforce, some residents and leaders in the community voiced concerns about unequal benefits and treatment in the workplace. An additional analysis of wages, compensation, and employment by job type would need to be conducted to see if there is gender inequality in the workforce on the Fort Hall Indian Reservation.

Figure 19: Fort Hall Indian Reservation Workforce Gender Breakdown, 2000 and 2010



Source: U.S. Census Bureau, Census 2000 and 2010

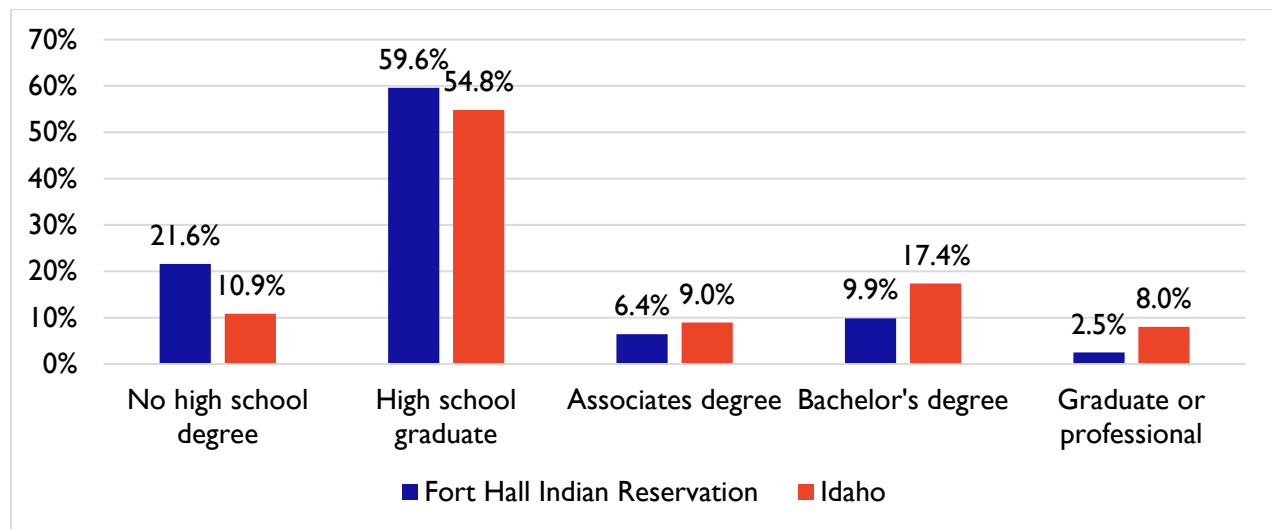
Educational Attainment and Workforce Development

Education is one of the most important indicators for individual and community economic success, and a lack of education throughout a community often correlates with higher poverty rates and lower incomes.¹⁴ In 2010, 21.6 percent of the Fort Hall Indian Reservation population over the age of 25 had not received a high school degree or equivalent, compared to the statewide rate of 10.9 percent (Figure 20). Additionally, only 18.8 percent of the population on the Fort Hall Indian Reservation has an advanced degree compared to Idaho's rate of 34.4 percent.

¹³ U.S. Census Bureau, Census 2000, 2010.

¹⁴ Capra, Theresa. Poverty and its Impact on Education: Today and Tomorrow. National Education Association, 2009. <http://www.nea.org/assets/docs/HE/TA09PovertyCapra.pdf>. "higher levels of education can indeed lead to a better future. According to the U.S. Census, Americans who receive a college education are less likely to experience poverty at any time in their lives."

Figure 20: Highest Level of Educational Attainment, Fort Hall Indian Reservation versus the State of Idaho, 2009 to 2014 Averages



Source: U.S. Census Bureau, 2009-2014 American Community Survey 5-Year Estimates

The four counties surrounding the Reservation also have educational attainment rates lower than the statewide averages (Figure 21), which according to interviews with county employees, could partially be influenced by the presence of the overlap with the Fort Hall Indian Reservation, where educational attainment is low. This Eastern Idaho snapshot matches national data, where rural areas tend to have lower levels of educational attainment than urban areas.¹⁵

Lower rates of educational attainment on the Reservation are likely caused by a combination of access to opportunities and infrastructural barriers. Attendance issues, dropout rates, and “the best students voting with their feet to attend off Reservation schools” have all played a role in creating the educational attainment gap on the Reservation.¹⁶ In 2007, only 151 of 664 children of middle to high school age chose to attend the Shoshone- Bannock Jr. - Sr. High School. At a public meeting on May 11th, 2016, area educators and students identified barriers to achieving educational goals, including a lack of consistent internet access and functional technology, inconsistent staffing, a lack of tutors and counselors, and small budgets. Additionally, there is a lack of communication from all involved parties: parents feel the schools do not provide enough information regarding programs and progress, and students feel a lack of communication and support from parents and often have a fear of communicating with teachers. Lastly there is a lack of communication between the schools

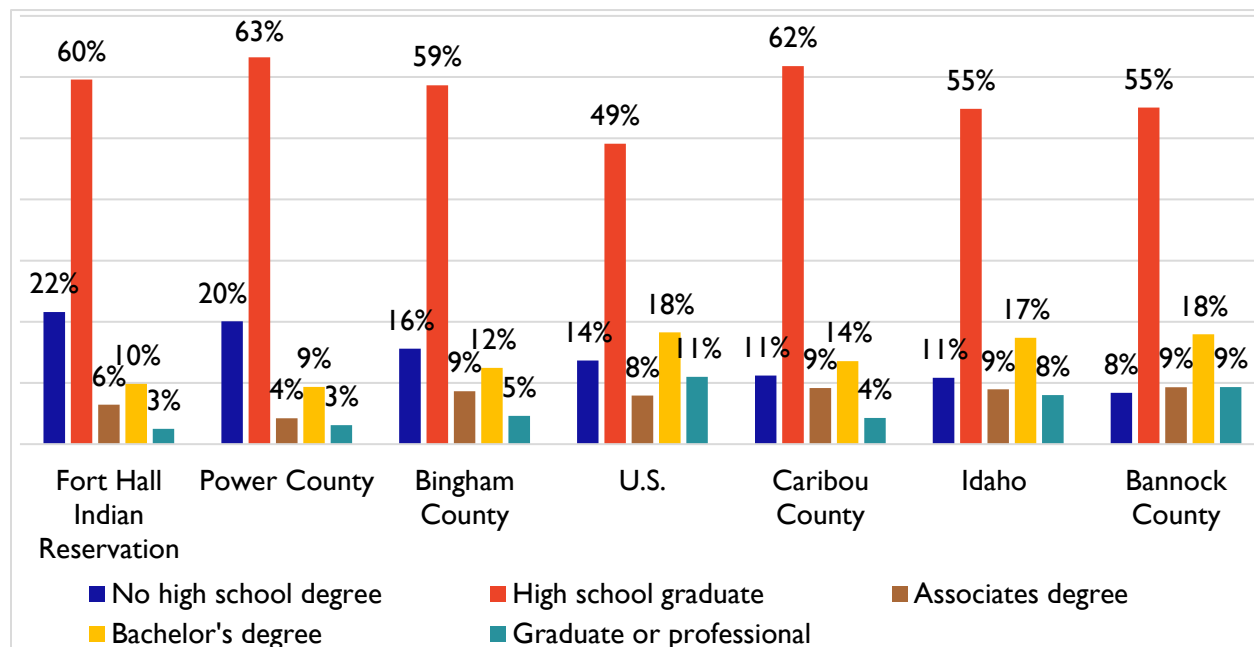
¹⁵ “Education is closely related to the economic prosperity of rural people and places. However, an increasingly educated rural (nonmetro) America still lags urban (metro) areas in educational attainment. The educational attainment of people living in nonmetro areas has increased markedly over time, but has not kept pace with metro gains. There is a large and growing gap in college and postgraduate educational attainment between nonmetro and metro areas, even among young adults. Also, within nonmetro areas, educational attainment is unevenly distributed across racial and ethnic categories. Minority populations within nonmetro areas have lower average levels of educational attainment.”

“Educational attainment is strongly related to labor market outcomes in nonmetro areas. Median earnings increase with higher levels of educational attainment and the gap in metro-nonmetro median earnings also increases with educational attainment. Nonmetro workers with less than a high school diploma faced the highest unemployment rates and largest declines in median earnings.”

¹⁶ Shoshone-Bannock Tribes Comprehensive Plan: Education. 2010.

and the community, and an opportunity for the community to better encourage educational advancement and support for educational programs.

Figure 21: Highest Level of Educational Attainment, Fort Hall Indian Reservation, Eastern Idaho Counties, the State of Idaho and U.S., 2009 to 2014 Averages



Source: U.S. Census Bureau, 2009-2014 American Community Survey 5-Year Estimates

The 2016-2017 Big Water Consulting Youth Intercept Survey asked “what are the top three things the Tribes could focus on to improve life on the Fort Hall Indian Reservation.” Eleven percent of youth indicated that increased educational opportunities was a top priority, 13 percent answered an increase in the number of stable jobs, and 23 percent indicated that safety and law enforcement in the schools and community was a top priority. Results from this youth survey indicate a desire for improvements in workforce development and opportunities to improve in a safe and drug free environment.¹⁷

The Shoshone-Bannock Tribes have created and implemented workforce development and training programs through their 477 Human Services Department, a program that allows Tribes to combine formula-funded federal grants into a single plan with a single budget and reporting system.¹⁸ These programs seek to provide education, employment, training and related services to the Shoshone-Bannock Tribes. These programs are aimed at increasing employment and educational attainment rates. In 2015, 658 individuals participated in programs ran by the 477 Human Services Department, which led to 188 individuals achieving their educational goal or attaining employment.¹⁹ Program participants showed an average increase in hourly wages of \$3.67. The 477 programs serve as a good

¹⁷ Youth Intercept Survey. 2017. Big Water Consulting.

¹⁸United States Department of Labor, Employment and Training Administration. Defining Public Law 102-477. 2010. <https://www.doleta.gov/dinap/cfml/477glnc1.cfm>

¹⁹ Shoshone-Bannock 477 Human Service Department. Statistical Report. 2015.

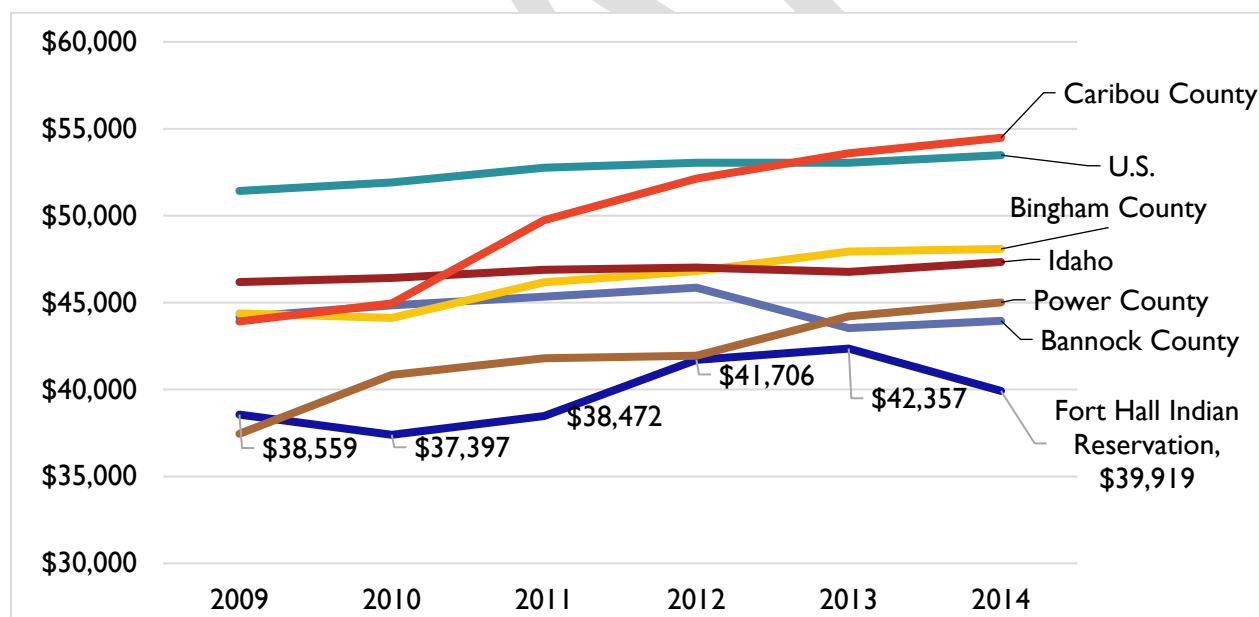
starting point to increasing educational attainment, and decreasing unemployment and poverty on the Fort Hall Indian Reservation.

Median Household and Per Capita Income

Household income includes the income of all members living in a household and is shown as a total of all individual incomes. The median household income represents the income that separates the total range of household incomes into two equal sections. This information is useful at showing income distribution for a population and helps balance out extremes on either end of the income range.

From 2009 to 2014, household income on the Fort Hall Indian Reservation ranged from \$37,397 to \$42,357 (Figure 22). This range is lower than the surrounding counties, all of which have maintained an average median household income range of approximately \$43,000 to \$47,000. Caribou County ended 2014 with the highest median household income for Eastern Idaho, \$54,481, exceeding the 2014 U.S. average of \$53,482. This may be explained by the presence of the Monsanto phosphate ore processing plant that employs between 300 to 400 individuals in well-paying jobs.²⁰

Figure 22: Fort Hall Indian Reservation and Eastern Idaho, the State of Idaho, and National Median Household Income, 2009 to 2014 Estimates



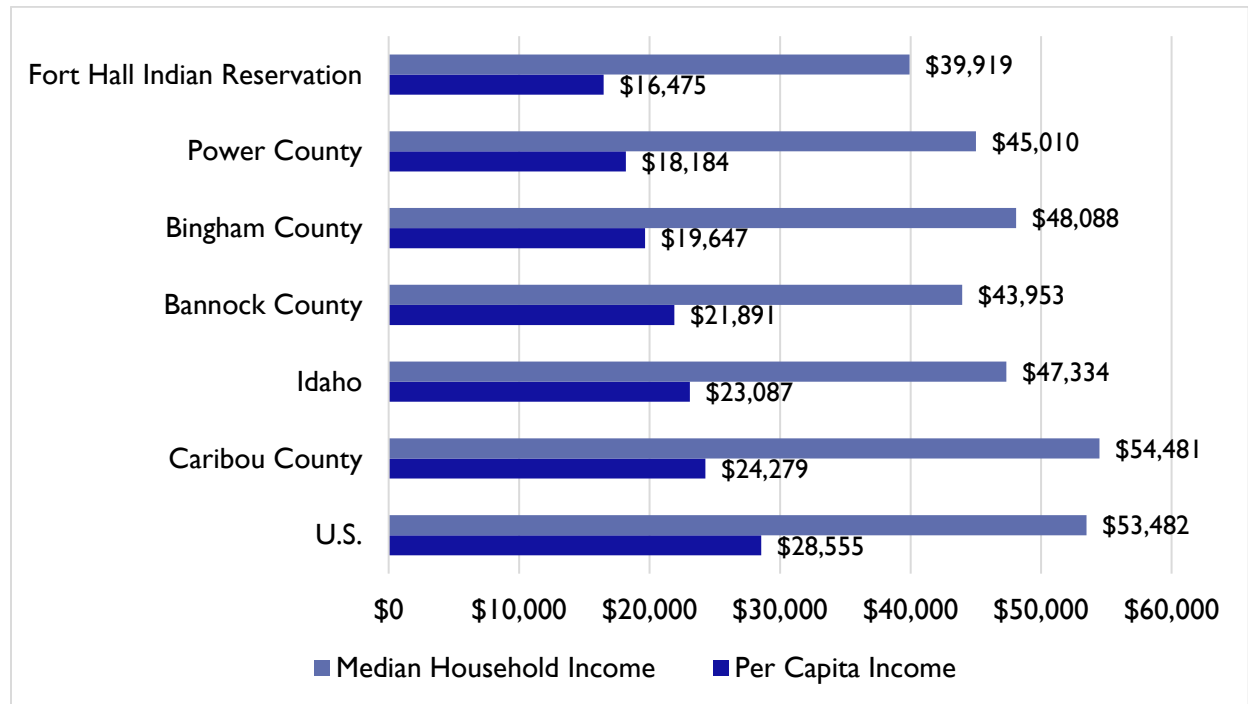
Source: U.S. Census Bureau, 2009-2014 American Community Survey 5-Year Estimates

Per capita income shows the average income earned per person in a given geographic area. The per capita income for individuals living on the Fort Hall Indian Reservation shows a trend similar to that of median household income on the Reservation. Average per capita income between 2009 and 2014 for Fort Hall Indian Reservation (\$16,475) was substantially lower than state (\$23,087), and national (\$28,555) averages (Figure 23). This matches national trends of American Indians exhibiting

²⁰ Saunders, Emilie. Phosphate Drives Rural Caribou County's Economy. State Impact. 2012. <https://stateimpact.npr.org/idaho/2012/02/16/phosphate-drives-rural-caribou-countys-economy/>

significantly lower household and per capita incomes when compared to national averages.²¹ Surrounding counties also show higher average per capita incomes when compared to the Fort Hall Indian Reservation (Figure 23). These income numbers include the annual allocations from the Fort Hall Gaming Commission based on hotel and casino profits.

Figure 23 Fort Hall Indian Reservation Per Capita Income versus Regional, State and National Per Capita Income, 2009 to 2014 Averages



Source: U.S. Census Bureau, 2009-2014 American Community Survey 5-Year Estimates

High rates of unemployment, lower than average rates of workforce participation and a lack educational attainment for Fort Hall Indian Reservation residents all contribute to below average median household and per capita incomes.

Looking at both the median household income and per capita income for an area provides a broader and more descriptive picture of income. The average per capita income of \$16,475 for Fort Hall Indian Reservation members shows that many individuals are living with very little income. It also shows that individuals who don't have family or spousal support are generally worse off than individuals who live in a household with a combined income.

Lower per capita and household incomes on The Fort Hall Indian Reservation can partially be attributed to both the high rate of unemployment and the lower than average workforce participation rate on the Reservation. Additionally, current employment opportunities do not always match the training and experience of many Shoshone-Bannock tribal members. Creating additional

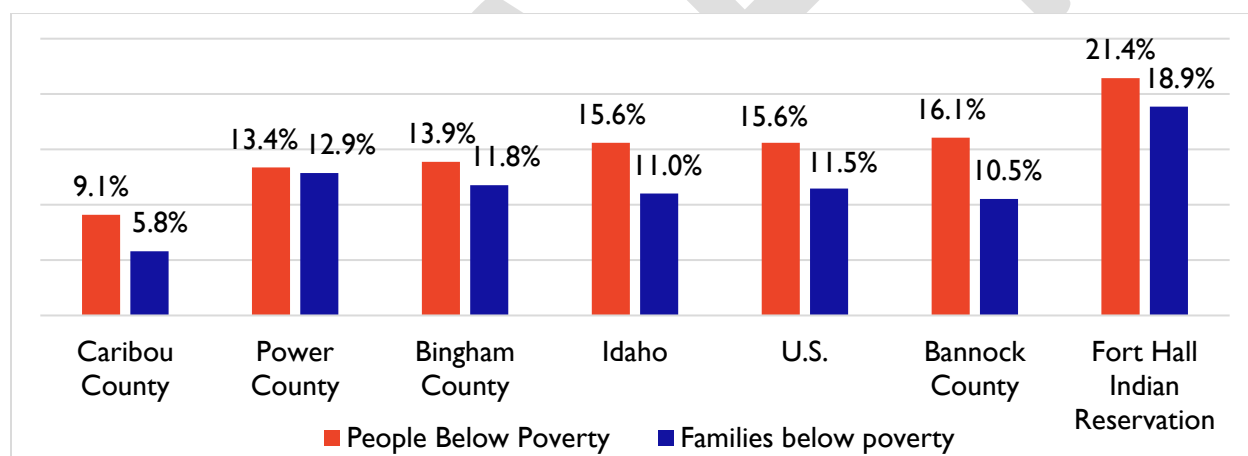
²¹ United States Census Bureau. American Indian and Alaska Native Heritage Month: November 2011. 2011. https://www.census.gov/newsroom/releases/archives/facts_for_features_special_editions/cb11-ff22.html. "35,062 The median income of American Indian and Alaska Native households. This compares with \$50,046 for the nation as a whole."

employment and training opportunities that match the needs of the community could help decrease this discrepancy in income.

Poverty Rates

According to the American Community Survey five-year estimates between 2009 and 2014, 18.9 percent of families and 21.4 percent of individuals living on the Fort Hall Indian Reservation are living in poverty (Figure 24). Poverty is defined for statistical purposes as individuals and families living under federally established median income thresholds. These poverty thresholds are established by “comparing pre-tax cash income against a threshold that is set at three times the cost of a minimum food diet in 1963, updated annually for inflation using the consumer price index and adjusted for family size, composition and age of the householder.”²²

Figure 24: Eastern Idaho Regional Poverty Rates, 2009 to 2014 Averages



Source: U.S. Census Bureau, 2009-2014 American Community Survey 5-Year Estimates

A range of social and economic characteristics tend to be associated with poverty, including increased crime, substance abuse, domestic violence and issues with child development.²³ High concentrations of poverty can also be self-perpetuating; higher crime rates, poor housing and poor health conditions can create limited opportunities for economic advancement, creating a cycle of poverty.²⁴ High rates of poverty on the Fort Hall Indian Reservation may be attributed to the high rates of unemployment, low workforce participation, lower incomes, a lack of educational and workforce development opportunities, and a mismatch between the availability of jobs and business opportunities, and the skills and motivations of individuals.

²² Institute for Research on Poverty. How is Poverty Measured in the United States? 2014. <http://www.irp.wisc.edu/faqs/faq2.htm>
The Census Bureau cautions that the thresholds should be interpreted as a "statistical yardstick" rather than as a complete accounting of how much income people need to live. They were intended to define and quantify poverty in America and to record changes in the number of persons and families in poverty and their characteristics over time. See FAQ #1, What are poverty thresholds and poverty guidelines?, for a more detailed discussion of this topic.

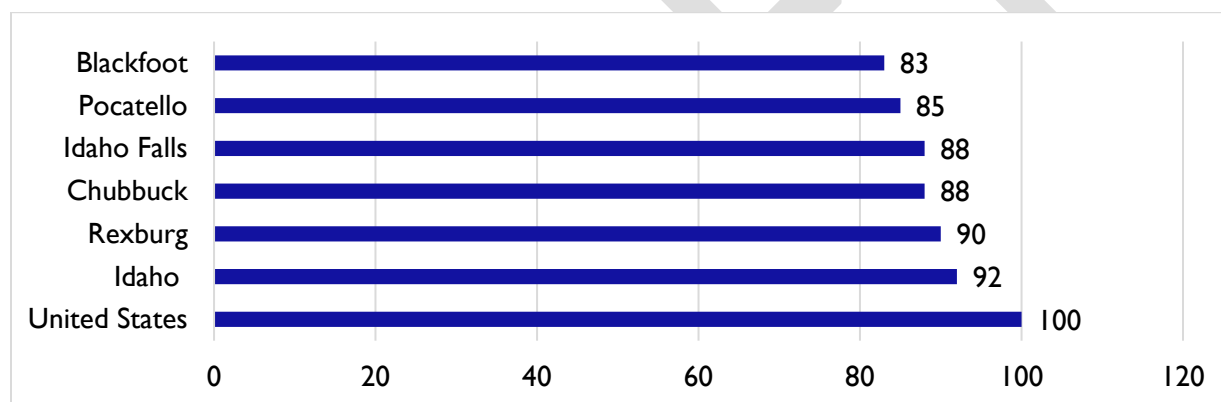
²³ Bureau of Justice Statistics. Household Poverty and Nonfatal Violent Victimization, 2008-2012. 2016. <http://www.bjs.gov/index.cfm?ty=pbdetail&iid=5137> and Engle, Patrice, and Maureen M.Black. The Effect of Poverty on Child Development and Educational Outcomes. http://digitalcommons.calpoly.edu/cgi/viewcontent.cgi?article=1002&context=psyed_fac.

²⁴ United States Department of Agriculture Economic Research Service. Geography of Poverty. 2015. <http://www.ers.usda.gov/topics/rural-economy-population/rural-poverty-well-being/geography-of-poverty.aspx>

Cost of Living

The cost of living in many of the communities in Eastern Idaho is considerably lower than the overall cost of living in the state of Idaho and the United States (Figure 25). An area's cost of living measures wages, tax rates and the prices of a variety of every day expenses to provides a numerical score that can be compared to the scores of other cities, states and the nation. The average national cost of living is used as a baseline and is set at a score of one hundred.²⁵ If an area's score falls below 100, the cost of living for that area is lower than the national average; if above 100, it has a higher cost of living. The cost of living on the Fort Hall Indian Reservation is much higher than the surrounding cities according to information gathered from interviews with department heads and policy makers from the Shoshone-Bannock Tribes. Food, housing, gasoline, and everyday goods are more expensive on the Reservation when compared to prices in Pocatello.²⁶ Despite this discrepancy, this overall lower cost of living in the area can be utilized as tool to attract new businesses and individuals to the region.

Figure 25: Eastern Idaho Cities' Cost of Living Scores, 2015



Source: Council for Community and Economic Research (C2ER) for the fourth quarter of 2015

²⁵ Council for Community and Economic Research. Cost of Living Index: About. <https://www.coli.org/releasehighlights.asp>

²⁶ Qualitative interviews with Sherwin Racehorse (Tribal Planning), Sunny Stone (Indian Health Services), and other members of the Shoshone-Bannock Tribal CEDS Committee, 2016.

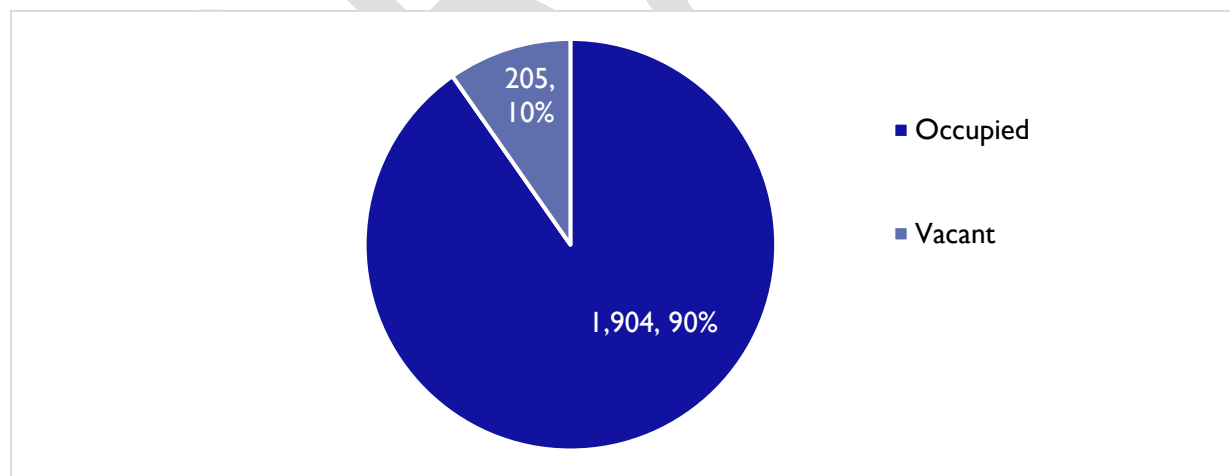
Housing Profile

Understanding the characteristics and conditions of housing provides key information related to an areas potential for growth, economic challenges, and future needs. In 2015, The Shoshone-Bannock Tribes commissioned a housing needs assessment to help determine the current conditions of housing on the reservation and the needs of tribal members living on and off the Reservation. This section of the report highlights key findings from this study and other available data sources. For more information about housing on the Fort Hall Indian Reservation, see the Shoshone-Bannock Tribes 2016 Needs Assessment Report.²⁷

Housing Availability

In 2014 there were an estimated 2,109 housing units on the Fort Hall Indian Reservation. This includes 1,904 occupied units and 205 vacant units (Figure 26). This figure indicates some housing availability on the Reservation. However, anecdotal accounts and the number of currently available rental units show a significant need for additional housing stock. Per the 2014 estimates, there were 19 available units on the housing market on the Fort Hall Indian Reservation, five of which were rentals and 14 units for sale. At the time it was published, the *2010 Shoshone-Bannock Tribes Comprehensive Plan* noted a backlog of nearly 200 families who have unmet housing needs, and the formation of new families is occurring at a rate three times as fast as the Tribes can provide new housing.²⁸ 29 percent of youth indicated that increasing available housing and number of homes on the Reservation would be one of the top ways to improve life on the Reservation.²⁹

Figure 26: Housing Availability on the Fort Hall Indian Reservation, 2014 Averages



Source: U.S. Census Bureau, 2009-2014 American Community Survey 5-Year Estimates

Interviews with the Fort Hall Housing Authority reveal a shortage of standard livable housing that is “safe, decent and clean.” Some individuals who qualify for housing assistance programs are not

²⁷ Shoshone-Bannock Tribes 2016 Needs Assessment Report. 2016.

²⁸ Shoshone-Bannock Comprehensive Plan, 2010.

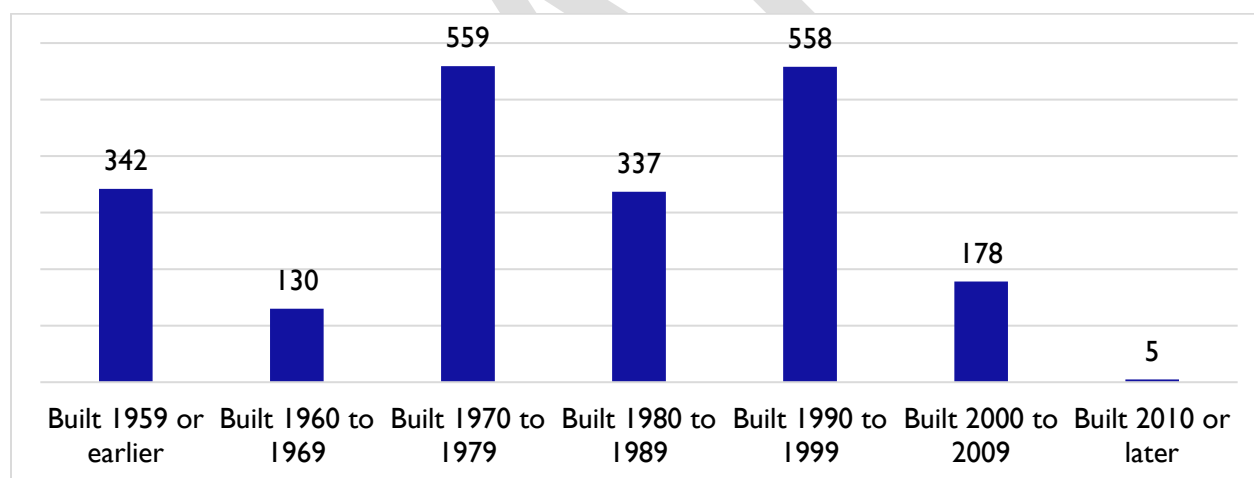
²⁹ Youth Intercept Survey. 2017. Big Water Consulting.

applying because of a belief that the process is too slow and the waiting list for housing is too long. Additionally, available rental units are often inaccessible to potential tenants as many landlords in the area do not supply appliances such as refrigerators and stoves, making the move-in process even more expensive.³⁰

New Housing Construction

New housing construction on the Fort Hall Indian Reservation has significantly slowed according to 2009 to 2014 American Community Survey estimates, with new housing construction dropping from 558 new units in the 1990s to a low of five new units built after 2010 (Figure 27). The decline in new housing construction began in the 2000s and has continued to decrease since 2010. The decline in new housing construction, coupled with an increasing Reservation population and the lack of affordable housing options contribute to a potential housing crisis on the Reservation. The most recent Census numbers likely underreport new housing, as the Fort Hall Housing Authority creates roughly three new housing units each year and estimated private home construction to be at or above that rate.

Figure 27: Fort Hall Indian Reservation Housing Inventory by Age of Construction, 2009 to 2014 Estimate Averages



Source: U.S. Census Bureau, 2009-2014 American Community Survey 5-Year Estimates

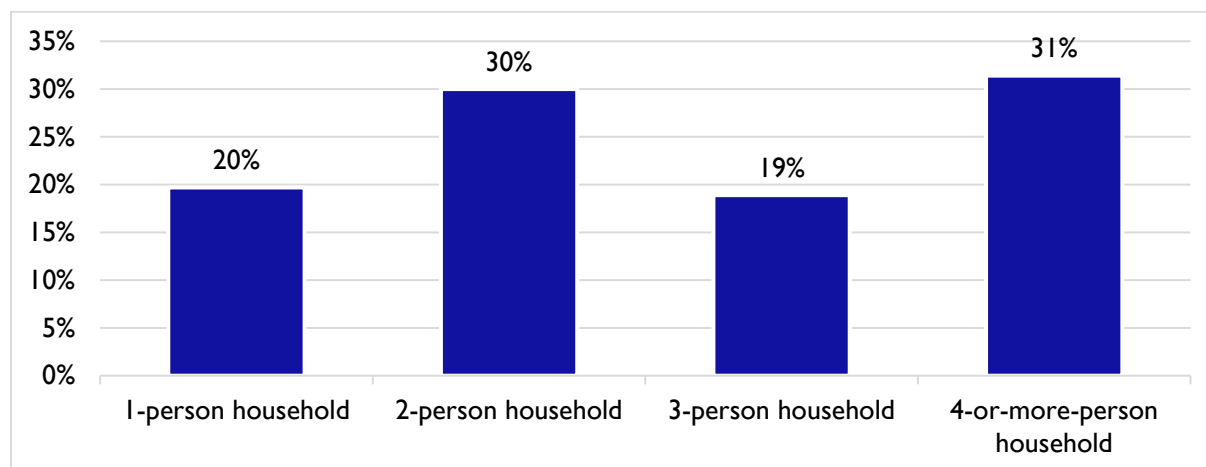
Household Size

Housing occupancy is a measure of the number of individuals living in a unit. American Community Survey five-year estimates between 2009 to 2014 show nearly a third (31.4 percent) of housing units on the Fort Hall Indian Reservation are occupied by four or more individuals (Figure 28). While nearly a third of the Reservation households have sizes exceeding the state average, 92.1 percent of available housing on the Reservation had less than or equal to one occupant per room. While the Census data may not indicate an overcrowding issue, the 2016 *Shoshone-Bannock Tribes Housing Needs Assessment* indicates that 14 percent of households on the Reservation are considered to be

³⁰ Fort Hall Housing Authority. 2016.

overcrowded by Housing and Urban Development (HUD) standards, which is 11 percent greater than the national average according to Census data. Additionally, 45 percent of survey respondents indicated a need for at least one additional housing unit to provide safe and comfortable housing for people currently living in their housing units.³¹

Figure 28: Fort Hall Indian Reservation Household Size, 2009 to 2014 Estimate Averages



Source: U.S. Census Bureau, 2009-2014 American Community Survey 5-Year Estimates

Housing Condition

The Shoshone-Bannock Tribes 2016 Housing Needs Assessment survey reveals a housing stock that is both aging and in need of repair. Forty-six percent of survey respondents indicated their homes were in “fair” or “poor” condition, while only 13 percent of respondents indicated that their homes were in “excellent” condition. Fifty-eight percent of homes on the Reservation were built before 1990, indicating an aging housing stock, and 57 percent of respondents noted that their homes needed renovation or replacement. These conditions indicate a housing stock that does not meet the needs of the population living on the Reservation, nor does it offer abundant opportunities for tribal members to move back to the Reservation.

Demand for New Housing

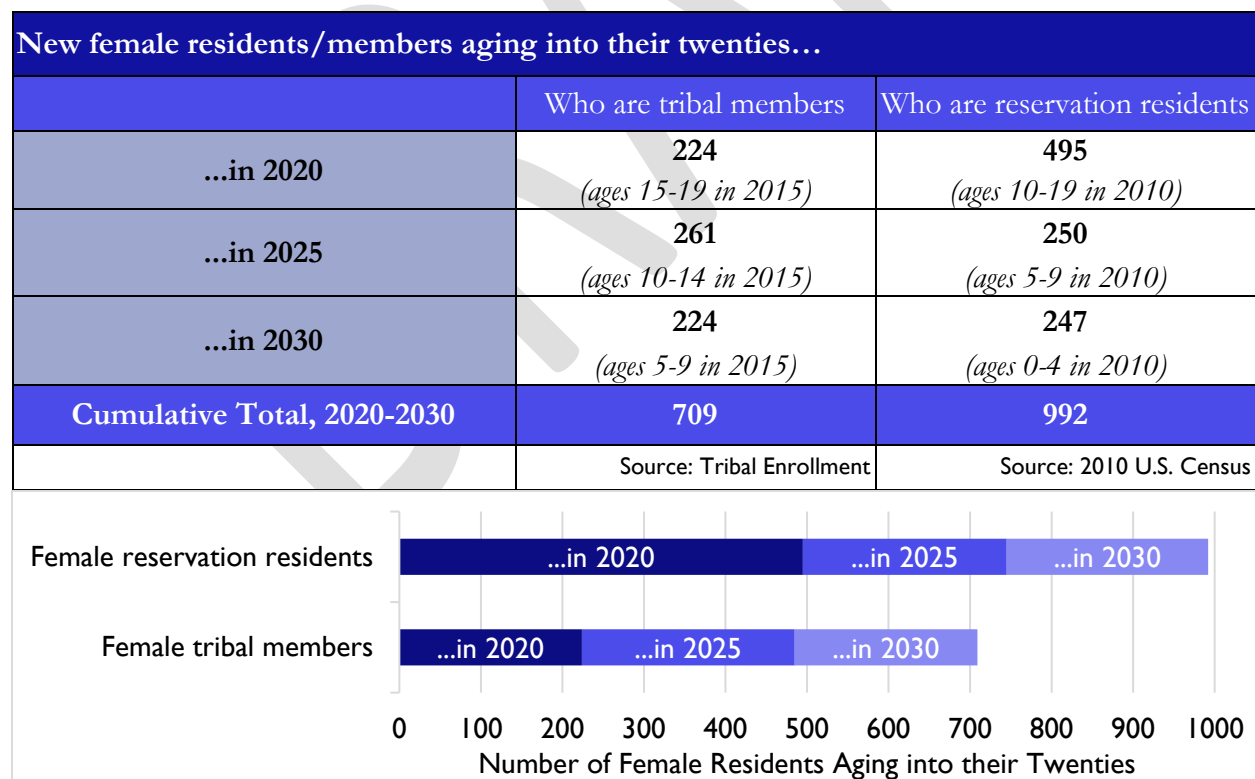
The 2010 *Shoshone Bannock Tribes Comprehensive Plan* used age and sex demographics to estimate the future number of potential new heads of household. We have adopted a similar methodology here, using the number of women moving into the 20-24 age category to identify potential new tribal households who will be seeking out housing units, which also translates into need for developable residential land. That said, as stated in the 2010 Comprehensive Plan, this methodology is not without some limitations: “some women in this age group will not form households or will move off-reservation, while some men will become single parents or acquire a home [through rent or purchasing] on their own.”

³¹ Shoshone-Bannock Tribes 2016 Needs Assessment Report. 2016.

The results from these estimates are shown in table and graphic form in Figure 29. The analysis below represents two sets of data: one for tribal members based on 2015 enrollment data, and another for reservation residents based on 2010 U.S. Census data. Since many tribal members are also reservation residents, many individuals are duplicated between the two data sets. The data sets should be treated as separate, or different totals, and should not be added together to create a cumulative number of potential new households. Also note, as projections go further out, they tend to be less accurate; therefore, the 2030 numbers should be considered very rough estimates.

Depending on the source of the data, there could be an estimated 700-900 new heads of household over the next 10 to 20 years (this does not account for potential decreases in that range tied to morbidity and/or other reasons individuals may choose to leave Fort Hall). These new heads of households will likely have families (an assumption that can be clarified by historical tribal member and/or resident trends in birth rates); those families, if they choose to stay on Fort Hall Indian Reservation will need a place to live. That translates into approximately 700-900 housing units. The question that remains, and one that is currently not clear from existing Census data on housing, is what new development (if any) would need to happen should all 900 new heads of household choose to rent, buy or build a house on Fort Hall Indian Reservation. Ideally, the Tribes' current housing needs assessment, coupled with more accurate birth rate information, can provide a more refined estimate for the Tribes planning purposes.

Figure 29: Potential New Heads of Household: Female Residents and/or Tribal Members Aging into their Twenties

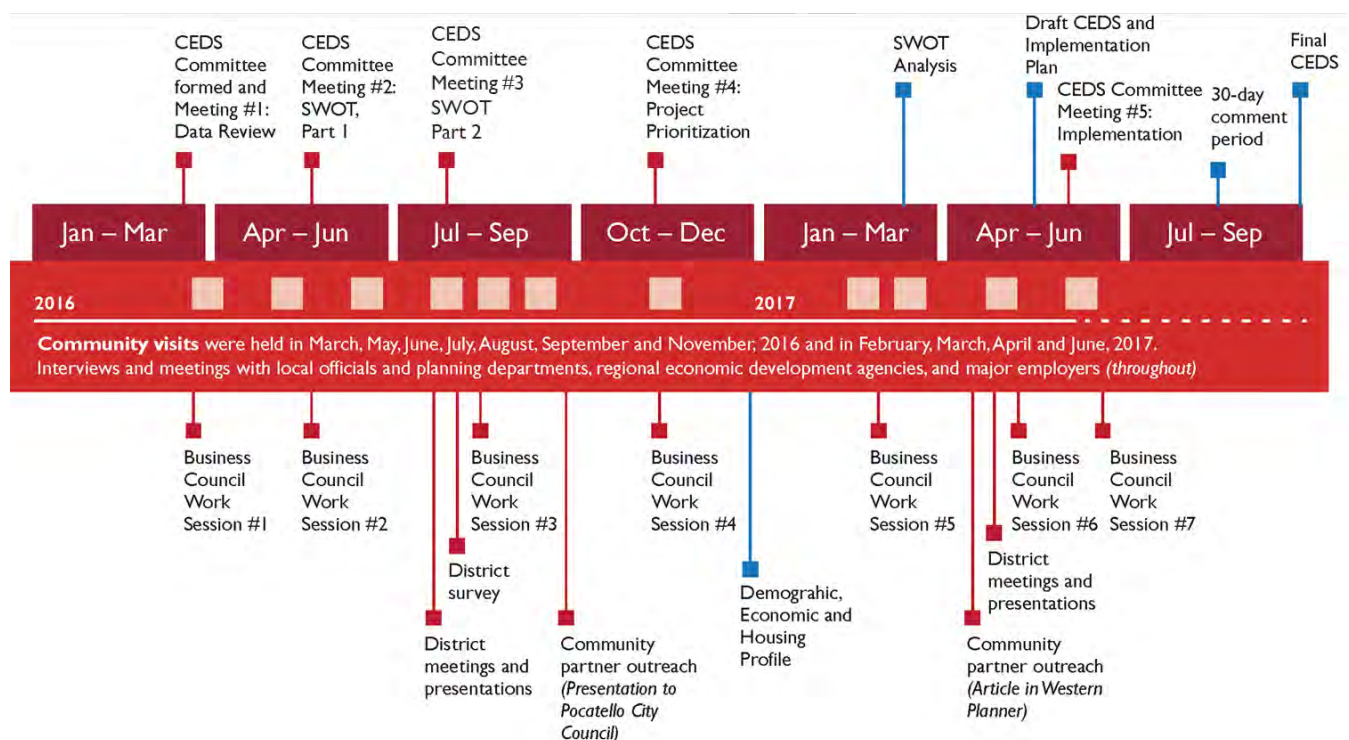


Appendix C: Public Outreach Summary

Public Outreach Timeline

The timeline in Figure 30 highlights the outreach efforts used to gather feedback for the SBT CEDS. The comments collected through these efforts helped inform the plan's recommendations and long-range planning decisions presented throughout this report.

Figure 30: Public Outreach Timeline



Tribal Member Outreach

In addition to communications with the Tribal Business Council, the CEDS Committee, and tribal departments, direct outreach to tribal members was a critical step in creating recommendations and strategies for the CEDS five-year plan. Ongoing outreach improved the recommendations and ensures that the plan represents the interests of tribal members and departments.

Specific outreach to tribal members was conducted in the following ways:

- Listened to community members at the June 2016 Tribal Youth Education program meeting
- June 2016 article in *Sho-Ban News* announcing the project
- March 2017 article in *Sho-Ban News* providing an update on the project

- Presentation/discussions at District meetings in July 2016
 - Monday, July 18 – Gibson District
 - Tuesday, July 19 – Ross Fork District
 - Wednesday, July 20 – Lincoln Creek District
 - Monday, July 25 – Fort Hall District
 - Wednesday, July 27 – Bannock Creek District
- District resident survey
- Interviews with district representatives
- Presentations at district meetings reviewing priority projects and implementation steps in May 2017.

District Survey

The 2016 summer district resident survey highlights interests and desires of tribal members living on the Fort Hall Indian Reservation. The survey shows a need for improved housing access and affordability, improved infrastructure including roads, internet and energy technologies, and a desire to improve the culture of health on the reservation. Respondents from all five districts highlighted a sincere desire to improve their community and showed a deep love for their Shoshone-Bannock heritage and culture. A complete and verbatim list of responses is represented below.

Figure 31: District representation breakdown:

District	Number of responses
Ross Fork	10
Gibson	10
Lincoln Creek	9
Fort Hall	15
Bannock Creek	7
Festival Responses (with no associated district)	2
TOTAL	53

Emerging Goals

The following table shows the responses to the emerging goals section of the Summer 2016 Survey. Increased housing availability and home ownership, and promoting healthy individuals, healthy families and thriving culture were tied for the most responses with 31 votes. Additionally, strengthening infrastructure and investing in workforce and business development were highly rated goals for the Tribe amongst residents.

Figure 32: Emerging Goals

Emerging Goals

Choose your top three	All districts	LC	RF	G	FH	BC
Support and protect local agriculture, ranching and tribal lands	17	4	4	2	5	2
Invest in workforce and business development	20	2	4	5	6	3
Expand access to land for local and independent business use	8	2	1	3	0	2
Strengthen and expand infrastructure (e.g. internet/wireless, roads, energy)	25	4	6	6	5	4
Grow the hospitality and tourism industry	10	2	1	5	1	1
Increase housing availability and home ownership	31	6	6	6	10	3
Promote healthy individuals, healthy families and thriving culture	31	6	8	4	7	6
Other	5		2		1	2
Totals	147	26	32	31	35	23

Ross Fork Response Summary

What do you love most about living here?

- Family.
- Good quality of life /creek area/ good water.
- Tribal culture, natural beauty.
- Environment, its home, and have history in the area.
- Open spaces near/close neighbors.
- Quiet and away from the town.
- Open space.
- Home is always here.

What do you think needs the most improvement in your district, and what should we do about it?

- Housing for homeless to get on their feet. Rebuild elder housing. (Housing takes too long to repair homes).
- Protection of elders. Have more law enforcement to look upon our elders.
- Improve roads/ phone and internet service.
- More homes for tribal members, access to services.
- Help the people addicted to drugs and alcohol. More family events.
- Bigger recreation center.

- Water, roads, better weed control, more cow grazing and fencing. Clean ditches for local water users.
- Plan future development – professionally.
- Unfair hiring in departments (relatives take over in one department or program). Some employees don't do their job; just there for a paycheck.

What do you hope to see in your district 5 years from now?

- Elders to feel safe in their own homes.
- Good phone and Wi-Fi service/clean water for home use/ safe environment/ improve roads/ less crime/ improve health center.
- Better roads, a pavilion, green space, more housing.
- Tribal services (HUBS/ Sub offices), access to housing, transportation, employment opportunities.
- Landscaping – making each lodge family friendly – to use for parties. A covered eating area, nice lawns.
- Better paved roads on Ross Fork Creek Road.
- Better water system, and no weeds around.
- Development for our community members that benefits everyone. Promote health and wellness.
- Clean up the meth and drugs.

Other thoughts and comments.

- Have Shoshone classes for each district. Maybe one a week or more.

Gibson Response Summary

What do you love most about living here?

- Being Native is awesome.
- The area.
- What I like most is the community. Is the rural living, open space and clean air.
- Business development and tourism. More kids attend Sho-Ban school.
- Sovereignty, freedom, cultural lands.
- Everything.
- That we have a wide variety of areas: desert, mountains, wetlands.
- The land and resources.
- The land and how free we are to occupy it, hunt and fish and prosper.
- Family.

What do you think needs the most improvement in your district, and what should we do about it?

- Build apartments in each district.
- Fix the roads.
- Wireless capabilities, satellite, cable, etc.

- We need in GIB a new community center and paved roads.
- Infrastructure – all.
- More hiring of temp to go through. And clean hires.
- Better turn at Sage Hill for truckers.
- Funding for improvements for our current community center. Walking path, baseball/softball, nicer playground.
- The roads need repaired.
- Decrease farming land and increase housing development.
- Housing. Help members buy. Start loans for members to start over.

What do you hope to see in your district 5 years from now?

- More housing.
- Economic growth.
- A new community center.
- Housing. Ability to buy individual land for housing.
- More community events for all not just gambling and hand games.
- Bigger casino at Sage Hill.
- New gym and development of community center.
- A casino (a bigger one).
- Clean up of the junk houses and restoration for the older homes occupied by elders.
- Housing, child care. Can't use child care if you have a job, the childcare is only for those looking for a job or in school.

Other thoughts and comments.

- Agriculture: this is not feasible for members, cost of equipment, labor, etc. is too great, our people do not value work production. CCRP +CRP has been a mistake for tribe. LUD does not follow USDA regs. Ranching requires investment therefore our people prefer hand-outs. Workforce will fall short and requires training by certified trainers in the profession. Working and lazy untrained members is wasting energy and resources, access to land. Tribe needs to consider expanding access to our business of the freeway by opening up service exit roads and contracting with “outlet” stores agreeing with (percentage) job interest. To build a high powered hospitality and tourism needs schooling in all degrees of the industry. Investing in the right member for school is most important to be successful. Housing and plumbing seem to be the issue. Lack of responsibility by the members who acquire the homes is a disgrace. Land use needs to track how the homes are kept. Those that trash the home should be evicted. Over.

Fort Hall Response Summary

What do you love most about living here?

- The grandeur of the district. The importance of the history – Lincoln Creek was named after president Lincoln.

- It's a family community.
- People, environment.
- Open spaces.
- Natives live here.
- The land – open space.
- The business – job availability.
- I love the freedom of being on my own land, feeling like I have rights.
- I was born and raised here in Fort Hall. It's my home. I love it.
- Open space, not like cities. Freedom.
- Freedom and land.
- I'm around tribal members.
- I lived in city. Worked management work. It hard. Come to F.H. in 1998, I love it here

What do you think needs the most improvement in your district, and what should we do about it?

- Roads, fix the potholes.
- Need more housing for young families who want homes.
- Would like to see a C-store for residents.
- Housing and community work out centers.
- Housing needs improvement, advertising the museum.
- More kids activities. Lots of kids little to do for them.
- Language and culture.
- Need good roads and homes – fix older homes.
- Activities to keep out of trouble.
- A building for community rather than just gambling and district meetings. Big with plenty of meeting rooms and an area for several functions at one time.
- Outreach to community members for informal purposes to know what's going on.
- Roads need to be repaired, homes need to be fixed up.
- Create more jobs for tribal members.
- The roads need to be improved.
- Housing for elders.

What do you hope to see in your district 5 years from now?

- Keeping our traditions.
- A water park.
- Get our road done, improve the roads and signage.
- More housing and better use of lodges – for the community, not just the gamblers!
- New housing and jobs.
- A huge indoor pow-wow building with toilets and showers.
- More jobs – nice bosses, not evil ones.

- My own family still holding it strong.
- I hope to see more housing projects or some kind of healthy living complex.
- More activities for families and kids.
- Improvement in our Buffalo Lodge building and yard. More police available to patrol the area. Control of white farmers from doing too much damage to roads and not abiding by lease stipulations.
- The mean people should leave the Reservation. I don't like seeing "tybos?" working for the Tribes. They get paid to work and the tribe pays their health insurance when it could be for a native.
- Need to take care of elderly with a nursing care facility.

Other thoughts and comments.

- Keeping our language alive. Our native culture and teaching our young people our language and culture.
- Internet services that everyone can use. Digis doesn't deliver fast service.

Bannock Creek Response Summary

What do you love most about living here?

- What I love most would be how beautiful the land is.
- My reservation is beautiful and mine. Our hunting rights.
- What I love most about living here is my people are here. The land is OURS.
- I am allowed to say it is my land.

What do you think needs the most improvement in your district, and what should we do about it?

- I think the community center needs cleaning along with looking good, not sure what you could do.
- More educational classes and groups. New kitchen at Bannock Creek.
- I think Bannock Creek District needs most improvement in infrastructure and communication. Solution: Expand business and phone/internet service.
- I think job training. More structure for our people way out here in Bannock Creek.
- Reduce grazing! Start taking care of the land instead of exploiting it.
- Equal services as Fort Hall.
- Make the community center more enjoyable.

What do you hope to see in your district 5 years from now?

- A health clean district.
- A new kitchen and a storage unit. More educational programming. Craft classes.
- I hope the district in five years receives development in cellular services, internet service and more jobs. Also for the Tribes to work with Power County to help home owners receive tax exempt status.
- More help for our people way out here. Work, work, work.

Other thoughts and comments.

- None were received.

Uncategorized Festival Responses

What do you love most about living here?

- The serenity and community involvement.

What do you think needs the most improvement in your district, and what should we do about it?

- None were received.

What do you hope to see in your district 5 years from now?

- None were received.

Other thoughts and comments.

- None were received.

District Presentations

Two presentations were given to tribal members at each of the districts throughout the course of the project. The first set of presentations was delivered at meetings in July of 2016 and focused on outlining the CEDS process, timeline, milestones and to promote the district resident survey. The second set of district meetings took place in April-May of 2017 and was used as a tool to inform the community of priority projects and recommendations from the draft CEDS report. These meetings generated awareness and highlighted opportunities for tribal members to be involved in the planning process.

CEDS Committee and Business Council Meetings

The SBT CEDS project team met with tribal leadership and community stakeholders regularly throughout the course of the project. The CEDS Committee was a driving force in establishing a list of priority projects and recognizing opportunities for regional partnerships. The CEDS Committee was comprised of tribal department leadership, local governments and agency representation, regional employers, economic development agencies, and other Eastern Idaho stakeholders. The CEDS Committee met five times over the course of the project to identify projects and strategies that would be successful for the Tribe and the Eastern Idaho Region.

In addition to meeting with the CEDS committee, the project team met regularly with the Shoshone-Bannock Tribes Business Council. The Business Council represents the interests of the tribes and played an important role in identifying areas of opportunity in the recommended strategies and priority projects. The SBT Business Council will play a major role in implementation of the CEDS.

Other Outreach and Events

The project team and partners took additional steps to promote the CEDS process amongst tribal membership and the region whenever possible. The CEDS project team set up a booth at the annual Shoshone-Bannock Tribes Indian Festival. This booth informed festival attendees of the ongoing project and served as an additional conduit for responses to the Summer 2016 District Resident Survey. The project was promoted in two issues of the *Sho-Ban News* the primary newspaper publication for the Shoshone-Bannock Tribes. Additionally, Western Planner, a planning organization with membership from 13 western states published an article about the SBT CEDS project to help build regional awareness of the effort.

Appendix D: List of Relevant Plans and Resources

The following plans and documents were reviewed as part of this planning process.

Title	Organization (s)	Date
477 Human Services Department Annual Report	Shoshone-Bannock Tribes 477 Department	2015
Economic Impact Report: The Five Tribes of Idaho	Steven Peterson	2010
Exit 80 Master Plan	Shoshone-Bannock Tribes, Planning Department	2016
Feasibility of Development of a Health Promotion Program: Assessment of the Health and Health Promotion Needs of the Shoshone-Bannock Tribes	Idaho State University, Institute of Rural Health	2009
Fort Hall – Youth Risk Behavior Surveillance System Results	Shoshone-Bannock Tribes	2016
Fort Hall Environmental Health Assessment Study	Exponent	2015
Fort Hall Methamphetamine Assessment Project	Datacorp	2009
Gay Mine Superfund Site Remedial Investigation and Feasibility Study: Fort Hall Reservation Community Involvement Plan	Environmental Protection Agency	2013
Golf Market Study	Longitudes Group LLC	2006
Housing Needs of American Indians and Alaska Natives	The Urban Institute	2016
Integrated Resource Management Plan	Shoshone-Bannock Tribes	2010
Preliminary Research Report Potential Gaming Business Development I-84 & State Highway 20 – Exit 95: Mountain Home, Idaho Land Development Project	Shoshone-Bannock Tribes, Planning Department	2015
Regional Water Hub of Commerce Study	Shoshone-Bannock Tribes, Water Resources Department	2015
Shoshone-Bannock Tribes 2016 Needs Assessment Report	Big Water Consulting and Seven Sisters Community Development Group	2016

Shoshone-Bannock Tribes Comprehensive Plan	Shoshone-Bannock Tribes, Planning Department	2010
Shoshone-Bannock Tribes Constitution and Bylaws	Shoshone-Bannock Tribes	1936
Shoshone-Bannock Tribes Land Use Policy Ordinance	Shoshone-Bannock Tribes, Land Use Policy Commission	2010
Shoshone-Bannock Tribes Master Plan and Proposed Roadway Improvements	Shoshone-Bannock Tribes, Planning Department	2016
Shoshone-Bannock Tribes of the Fort Hall Indian Reservation Gaming Enterprises Master Plan	Klas Robinson Hospitality Consulting	2007
Southeast Idaho Council of Governments Comprehensive Economic Development Strategy	Southeast Idaho Council of Governments	2015
Telecommunications Acquisition and Operations Feasibility Study	Shoshone-Bannock Tribes	
The Economic Impacts of the Shoshone-Bannock Tribes on Southeastern Idaho	University of Idaho	2010
Tiller's Guide to Indian County: Economic Profiles of American Indian Reservations	Tiller Research, INC	2005
Tribal Member Handbook for Reserved Hunting Rights of the Shoshone-Bannock Tribes	Shoshone-Bannock Tribes, Fish and Wildlife Department	2015