

Comprehensive Economic Development Strategy 2021-2026

CCT PLANNING

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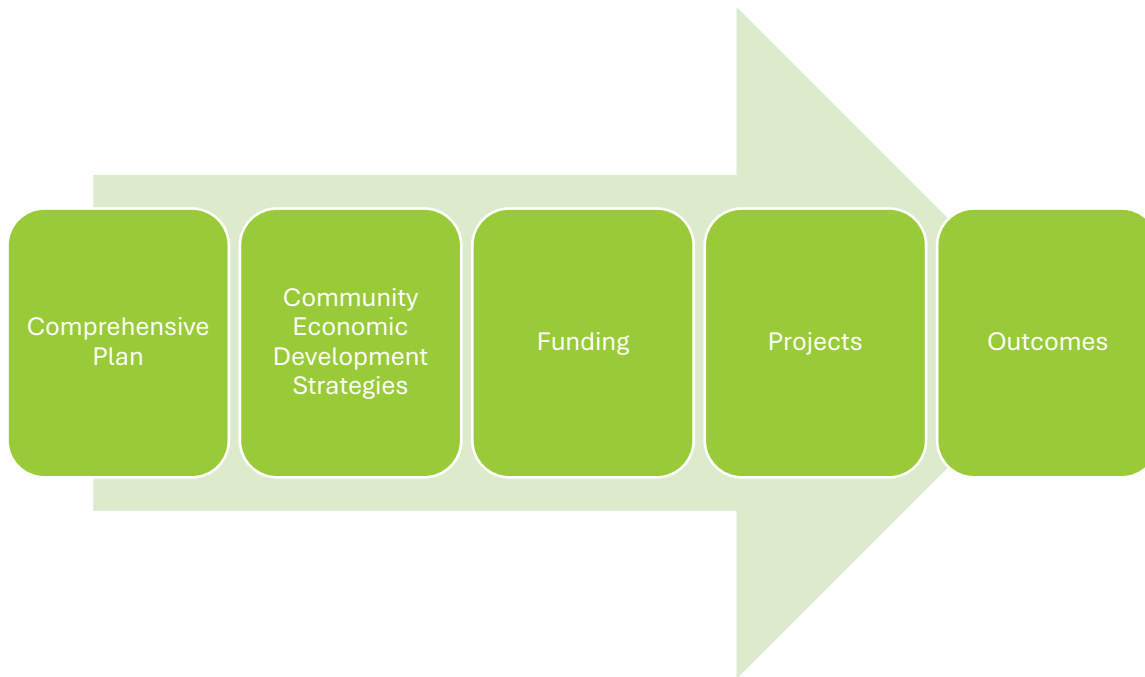


CCT Planning

Executive Summary

The 2023–2026 Community Economic Development Strategy (CEDS) provides a focused framework for advancing economic development across the Colville Reservation.

This document builds on the foundation established in the 2020–2040 Comprehensive Plan and translates long-term policy direction into actionable strategies, priority projects, and funding alignment.



While the Comprehensive Plan establishes goals related to land use, infrastructure, housing, and community development, this CEDS is specifically intended to guide economic development efforts. It identifies where resources should be directed, how

projects will be funded, and how implementation will occur within existing institutional capacity.

Economic Context

The Colville Confederated Tribes function as a primary economic driver within the regional economy. Tribal government operations, enterprise activity, and associated spending support thousands of jobs and generate substantial economic activity across multiple sectors.



This includes both direct employment within Tribal programs and enterprises, as well as indirect and induced economic impacts throughout the region.

At the same time, the local economy reflects characteristics common to rural and Tribal communities, including limited diversification, workforce participation challenges, and

infrastructure constraints. Public sector employment provides stability, but private sector activity remains relatively limited in scale.

These conditions create a system that is stable in some respects but constrained in others. Economic development efforts must therefore focus on strengthening core systems, improving access to opportunity, and supporting sustainable, locally appropriate growth.

Community Input

Community input was gathered through a survey and will be further refined through district-level meetings.

While survey participation was moderate, the responses provided consistent and actionable insights.

Key themes identified through community input include:

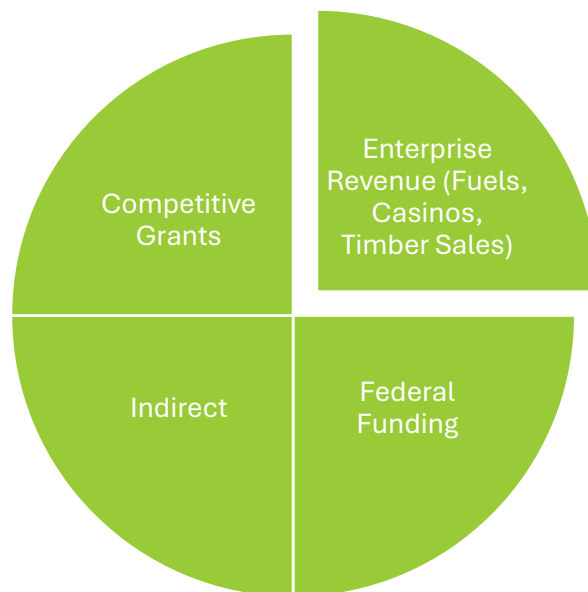
- Strong emphasis on infrastructure, including roads, utilities, and broadband.
- Interest in small business development and entrepreneurship
- Need for workforce development and job training.
- Ongoing barriers related to permitting, access to capital, and system navigation.

A notable finding is that a significant portion of respondents indicated they do not understand or have not utilized Tribal permitting processes. This reflects a broader issue related to system clarity and accessibility, which directly impacts participation in economic development.

Overall, community input indicates that interest in economic opportunity exists, but structural barriers limit participation.

Funding and Economic Structure

The Tribe's economic system is supported by a combination of enterprise revenue, indirect cost recovery, federal formula funding, and competitive grants.



Enterprise and indirect funding provide the foundation for government operations and Central Services, while federal and state funding programs support infrastructure and project development.

This multi-layered funding structure provides access to significant resources but also introduces complexity and capacity constraints. The number of active grants and projects requires careful coordination and prioritization to ensure effective implementation.

As a result, this CEDS emphasizes alignment between funding opportunities, project readiness, and available capacity. Not all funding opportunities will be pursued, and priority is placed on projects that are achievable, fundable, and aligned with long-term goals.

Strategic Direction

This CEDS focuses on a set of core systems that influence economic outcomes.

				
Infrastructure Investment • Removes Barriers to Development	Small Business Development • Support local entrepreneurship and business growth	Workforce Development • Build skills, create opportunities, and improve participation	Systems Improvement • Improve clarity, coordination, and access within Tribal Systems	Economic Diversification • Strengthen long-term resilience through diverse opportunities

Rather than attempting to address all possible areas of development, the plan prioritizes the following:

- *Infrastructure investment to remove barriers to development.*
- *Small business development and support for local entrepreneurship*
- *Workforce development and improved participation*
- *Improved clarity, coordination, and access within Tribal systems*
- *Economic diversification and long-term resilience*

These priorities reflect both community input and the practical realities of funding and implementation.

Priority Projects and Implementation

Priority projects are identified based on readiness, impact, and alignment with available funding sources. Emphasis is placed on infrastructure improvements, site readiness, workforce initiatives, and targeted economic development projects.

This approach represents a shift from an opportunity-driven model to a more strategic model focused on outcomes. Rather than pursuing all available funding, projects are advanced based on their alignment with priorities and the Tribe's ability to successfully implement them.

Implementation will require coordination across departments, alignment with existing programs, and consistent tracking of progress. The Planning Department will play a central role in coordinating efforts, but successful implementation depends on collaboration across the organization.

Moving Forward

This CEDS is intended to function as a working document that guides decision-making over the 2023–2026 period. Its value will be determined by how effectively it is used to prioritize projects, align funding, and support implementation.

The Tribe has demonstrated the ability to plan and deliver complex projects, including major infrastructure investments and enterprise development. This plan builds on that foundation while introducing a more focused and coordinated approach.

Moving forward, the emphasis will be on execution—ensuring that identified priorities are advanced in a way that is realistic, aligned, and capable of producing measurable outcomes.

Introduction and Plan Purpose

The 2023–2026 Community Economic Development Strategy (CEDS) provides a focused framework for advancing economic development across the Colville Reservation.



This document is intended to guide decision-making, align funding with priorities, and improve coordination across departments and programs involved in economic development.

The CEDS builds on prior planning efforts and reflects the current economic, institutional, and funding environment. It incorporates community input, economic analysis, and existing plans to establish a clear direction for economic development over the next three years.

This document is designed to function as a working plan. It is not intended to be a comprehensive inventory of all potential projects or initiatives, but rather a focused strategy that identifies priority actions and outlines how those actions will be implemented within existing capacity.

Relationship to the Comprehensive Plan

This CEDS is intended to function in coordination with the 2020–2040 Comprehensive Plan. The Comprehensive Plan establishes long-term policy direction across land use, infrastructure, housing, and community development, and provides the broader framework for growth and development across the Reservation.



The Comprehensive Plan also identified challenges related to fragmentation across planning functions, with different elements occurring across multiple departments and programs. This CEDS builds on that work by focusing specifically on economic development and improving alignment between planning, funding, and implementation.

While the Comprehensive Plan defines long-term goals and policy direction, this CEDS focuses on execution. It identifies priority projects, funding strategies, and coordination mechanisms needed to move from planning to implementation.

Together, these documents provide a coordinated planning framework, with the Comprehensive Plan establishing direction and the CEDS guiding economic development action.

Purpose of the CEDS

The purpose of this CEDS is to:

- Identify priority economic development goals and strategies.
- Align projects with available funding sources.
- Improve coordination across departments and programs.
- Support grant applications and funding efforts.
- Provide a framework for tracking progress and outcomes.

This document is intended to support both internal decision-making and external funding efforts. It provides a clear statement of priorities that can be used to guide project development, inform grant applications, and communicate with partners and agencies.

Scope and Approach

This CEDS focuses specifically on economic development and related systems that influence economic outcomes. This includes infrastructure, workforce development, business development, and internal coordination.

Rather than duplicating analysis contained in other planning documents, this CEDS builds on existing work and focuses on how those systems function as part of the local economy.

Detailed analysis of land use, housing, transportation, and capital facilities is provided in the Comprehensive Plan and related documents.

The approach used in this CEDS emphasizes:

- Alignment between planning, funding, and implementation
- Prioritization of projects based on readiness and impact.
- Recognition of capacity constraints and funding limitations
- Focus on achievable, measurable outcomes.

How This Document Should Be Used

This CEDS is intended to be used as a practical tool to guide economic development efforts over the 2023–2026 period.

Internally, it should be used to:

- *Prioritize projects and allocate resources.*
- *Coordinate efforts across departments.*
- *Align work plans and funding strategies.*

Externally, it should be used to:

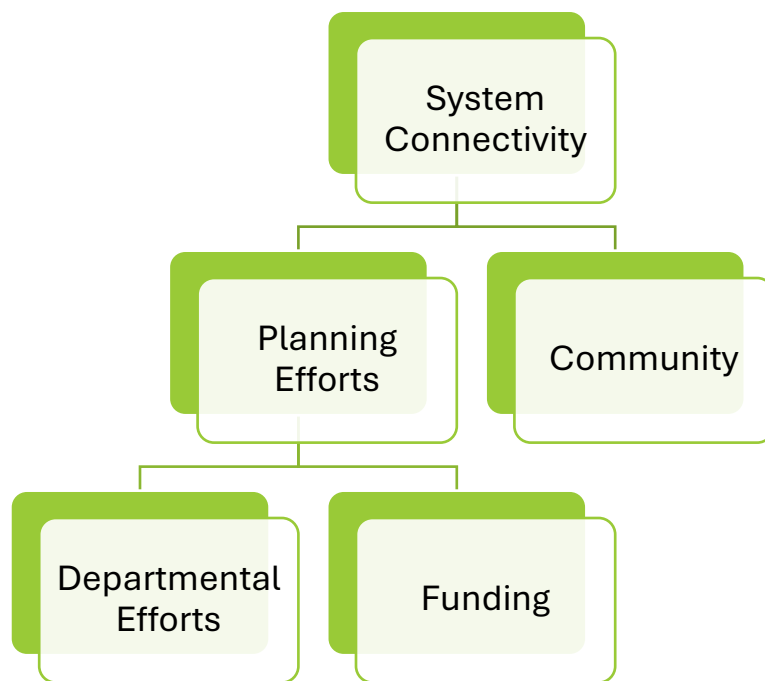
- *Support grant applications.*
- *Communicate priorities to partners and agencies.*

- *Demonstrate a coordinated approach to economic development.*

The effectiveness of this document will depend on how consistently it is used to guide decisions and implementation. It is intended to support ongoing work, not function as a standalone report.

Planning Context and Framework

Economic development within the Colville Reservation occurs within a complex planning and funding environment that involves multiple departments, programs, and external partners. This environment includes federal, Tribal, and state funding systems, as well as a range of planning documents that guide land use, infrastructure, housing, and community development.



While these systems provide access to significant resources and planning capacity, they also introduce complexity. Different programs operate under separate requirements,

timelines, and funding structures, which can make coordination and implementation challenging.

This context shapes how economic development must be approached and underscores the importance of alignment and prioritization.

Relationship to Existing Plans and Programs

The Tribe maintains a myriad of adopted plans and ongoing initiatives that influence economic development. The 2020–2040 Comprehensive Plan serves as the primary long-term planning document and establishes policy direction across land use, transportation, housing, utilities, and capital facilities.

In addition to the Comprehensive Plan, various departments maintain program-specific plans and funding strategies, including transportation planning, housing initiatives, infrastructure development, and workforce programs. These efforts collectively address key components of the local economy.

This CEDS does not replace or duplicate these plans. Instead, it builds on them by focusing specifically on economic development and identifying how existing systems can be aligned to support implementation. The intent is to connect planning efforts with funding strategies and project execution.

Fragmentation and Coordination Challenges

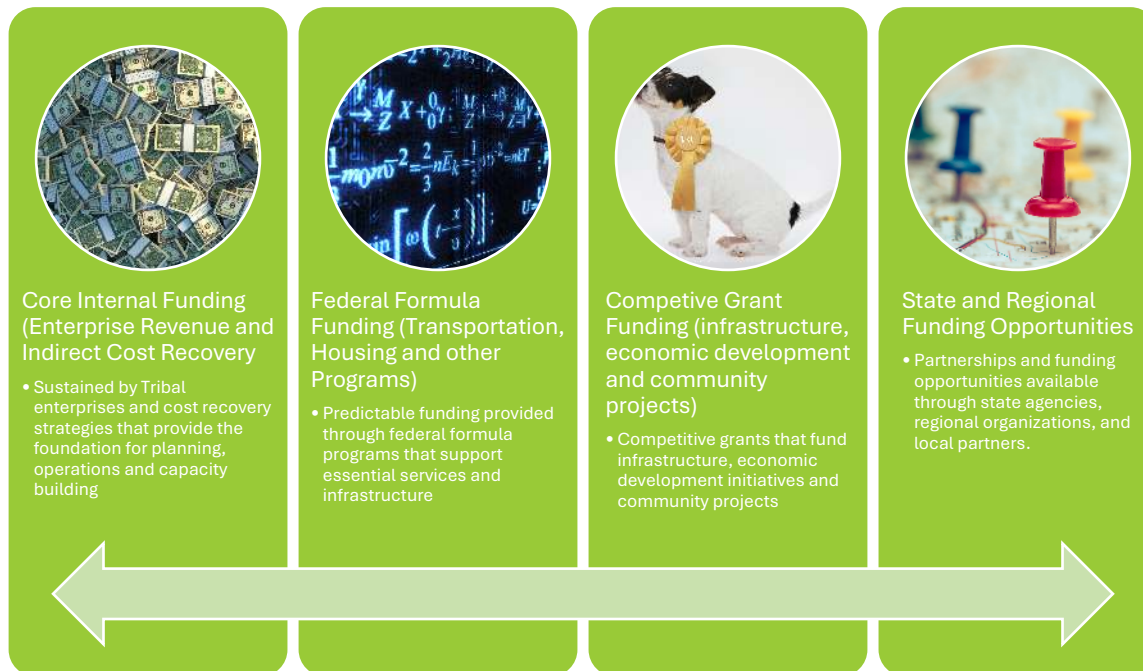
The Comprehensive Plan identified fragmentation across planning functions, with different elements occurring across multiple departments and programs. This structure remains a defining feature of the current planning environment.

Planning, funding, and implementation activities are often distributed across separate functions, each with its own priorities and constraints. While this structure reflects the realities of program-based funding and administration, it can result in:

- Limited coordination between related efforts
- Delays in project development and implementation
- Difficulty aligning funding with identified priorities.
- Increased complexity for community members and businesses attempting to navigate Tribal systems.

Community input reinforces this finding. A significant portion of respondents indicated that they do not understand or have not utilized Tribal permitting and development processes, suggesting that system complexity extends beyond internal coordination and affects external access as well.

Funding Environment



Economic development activities are shaped by a multi-layered funding system that includes:

- Core internal funding (enterprise revenue and indirect cost recovery)
- Federal formula funding (transportation, housing, and other programs)
- Competitive grant funding (infrastructure, economic development, and community projects)
- State and regional funding opportunities

Each of these funding sources operates under different requirements and constraints. Formula funding provides stability but is limited by statutory criteria. Competitive funding offers significant resources but requires ongoing effort and capacity to secure and manage. Internal funding provides flexibility but is finite and must be allocated across competing needs. This funding structure creates both opportunity and constraint. While substantial resources are available, effectively accessing and deploying those resources requires coordination, planning, and prioritization.

Capacity and Implementation Considerations

A key factor influencing economic development is institutional capacity. The Tribe currently manages a large number of active grants and projects across multiple departments. While this reflects a strong ability to secure funding, it also places demand on staff time, coordination, and project management.

As a result, the ability to implement projects is not solely determined by funding availability.

It is also influenced by:

- *Staff capacity and workload*
- *Project readiness and complexity*
- *Coordination between departments and programs*
- *Administrative and compliance requirements*

This context requires a disciplined approach to project selection and funding pursuit. Not all opportunities can or should be pursued simultaneously, and prioritization is necessary to ensure that projects can be successfully completed.

Role of the CEDS

Within this context, the role of the CEDS is to provide a framework for improving alignment between planning, funding, and implementation.

Specifically, this document is intended to:

- Identify priority economic development goals and projects.
- Align those priorities with available funding sources.
- Improve coordination across departments and programs.
- Support more consistent and efficient project delivery.

This represents a shift from a fragmented and opportunity-driven approach to a more coordinated and strategic approach. The emphasis is on advancing projects that are aligned with priorities, supported by funding, and achievable within existing capacity.

Planning Framework

The framework used in this CEDS follows a structured approach:

- *Assessment of current conditions (economic, infrastructure, and community input)*
- *Identification of key issues and opportunities*
- *Development of goals, objectives, and strategies*
- *Prioritization of projects and actions*
- *Alignment with funding sources and implementation capacity*
-

This approach is intended to ensure that planning efforts are directly connected to outcomes, and that identified priorities can be realistically implemented.

Planning Process and Community Engagement

The 2023–2026 Community Economic Development Strategy (CEDS) was developed via contemporary best practices in Urban & Regional Planning: through a combination of internal coordination, data analysis, and community engagement.

The process was designed to incorporate existing planning efforts, identify current economic conditions, and gather input from community members to inform priorities and strategies.

This approach builds on prior planning efforts, including the 2020–2040 Comprehensive Plan, and is intended to improve alignment between planning, funding, and implementation.

Planning Process

The development of this CEDS included several key steps:

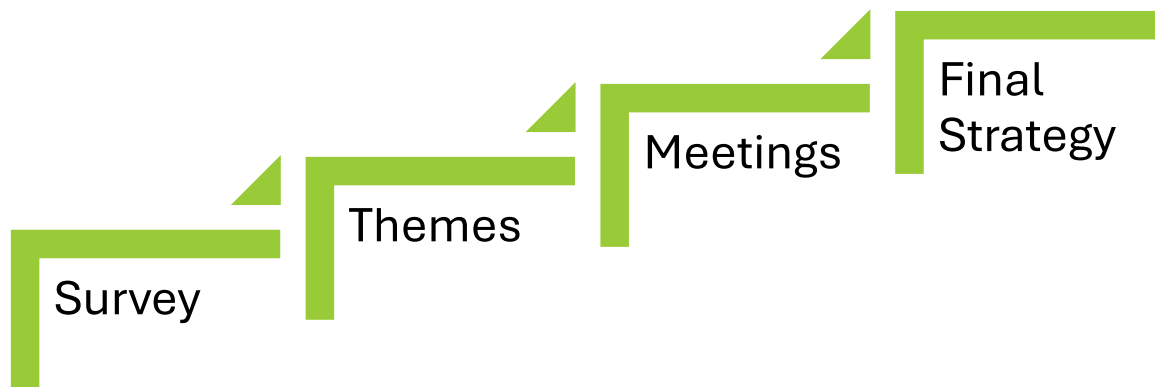
- *Review of existing plans and studies, including the Comprehensive Plan, prior CEDS documents, and economic analysis materials*
- *Analysis of current economic conditions, infrastructure systems, and funding structures*
- *Coordination with internal departments and programs*
- *Collection of community input through survey distribution*

- *Identification of key issues, opportunities, and constraints*
- *Development of goals, strategies, and priority actions*

This process was structured to ensure that the CEDS reflects both existing planning work and current conditions, while focusing on practical implementation.

Community Engagement Approach

Community engagement for this plan includes both survey-based input and in-person outreach.



The intent is to combine broad input with more detailed discussion and validation.

The initial phase of engagement consisted of a community survey designed to gather input on:

- Economic development priorities
- Barriers to business and employment
- Perceptions of the current economic environment
- Interest in entrepreneurship and workforce opportunities

Survey results are being supplemented through district-level meetings, which will provide an opportunity to present findings, gather additional input, and validate priorities identified through the survey.

Survey Participation and Limitations

A total of approximately 80–85 responses were received through the community survey. While this level of participation provides useful insight into community perspectives, it reflects a broader pattern of survey fatigue across Tribal programs and outreach efforts.

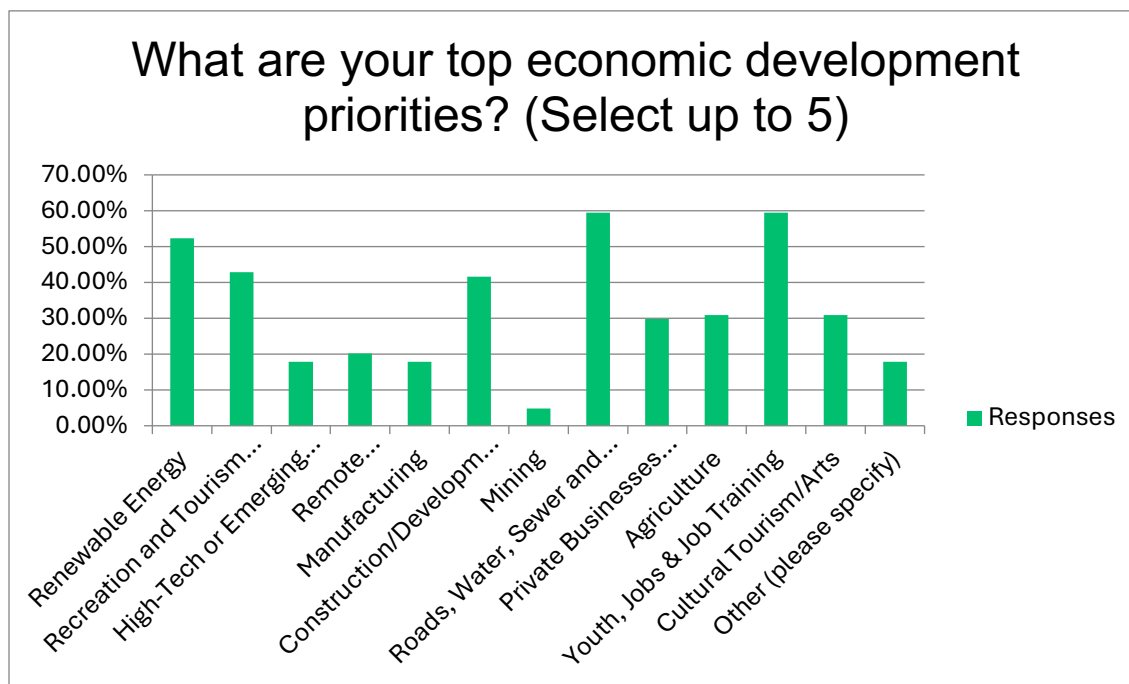
As a result, survey findings are interpreted as directional rather than statistically comprehensive. Emphasis is placed on identifying consistent themes across responses rather than relying on response volume alone.

This limitation is addressed through additional engagement, including district-level meetings, which allow for more direct interaction and discussion.

Summary of Community Input

Despite limitations in participation, the survey results identified several consistent themes that inform this plan.

ECONOMIC PRIORITIES



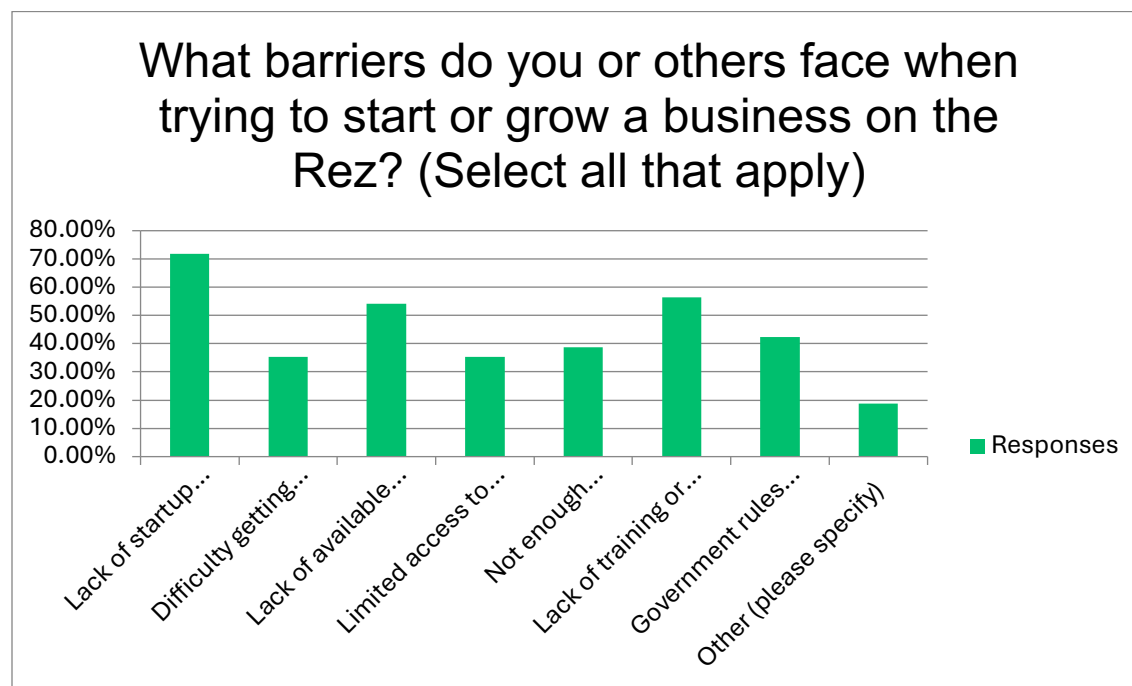
Community members emphasized the importance of:

- *Infrastructure improvements, including roads, utilities, and broadband*
- *Small business development and entrepreneurship*

- *Workforce development and job training*
- *Tourism and recreation opportunities*

Responses indicate a focus on practical, near-term improvements that support economic participation and local opportunity.

BARRIERS TO ECONOMIC PARTICIPATION



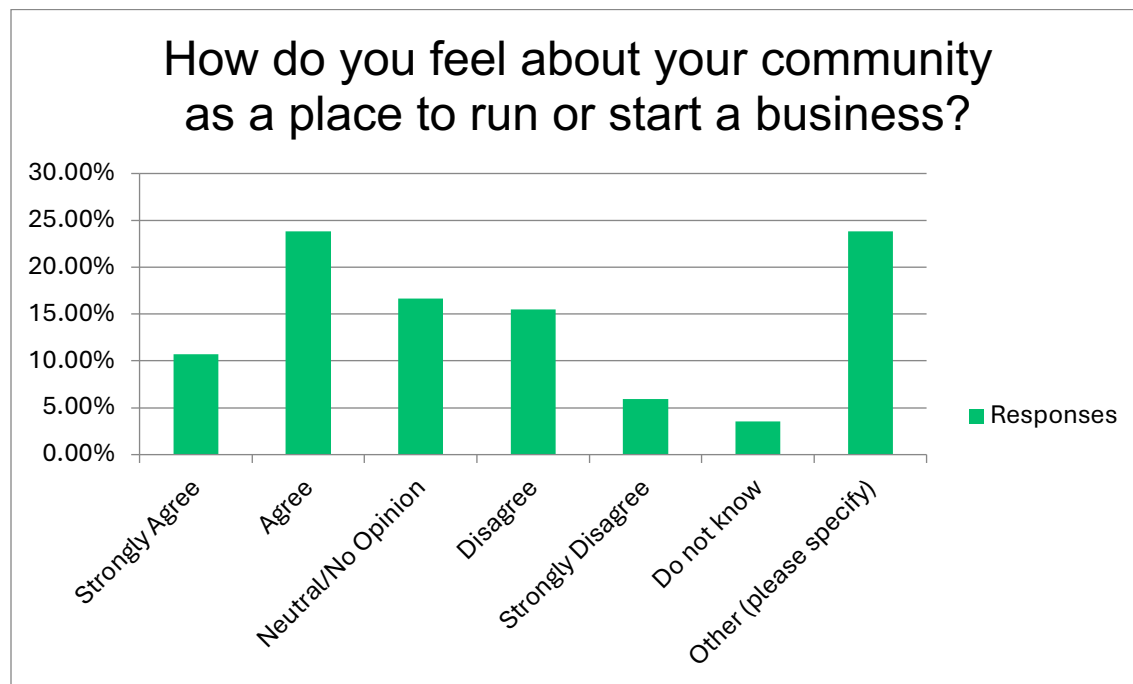
Respondents identified several key barriers:

- *Limited access to startup capital*
- *Difficulty navigating permitting and approval processes*

- *Lack of available land and commercial space*
- *Infrastructure limitations, particularly broadband*

Barriers are primarily structural and relate to system access, clarity, and infrastructure, rather than a lack of interest in economic activity.

BUSINESS CLIMATE AND SYSTEM NAVIGATION

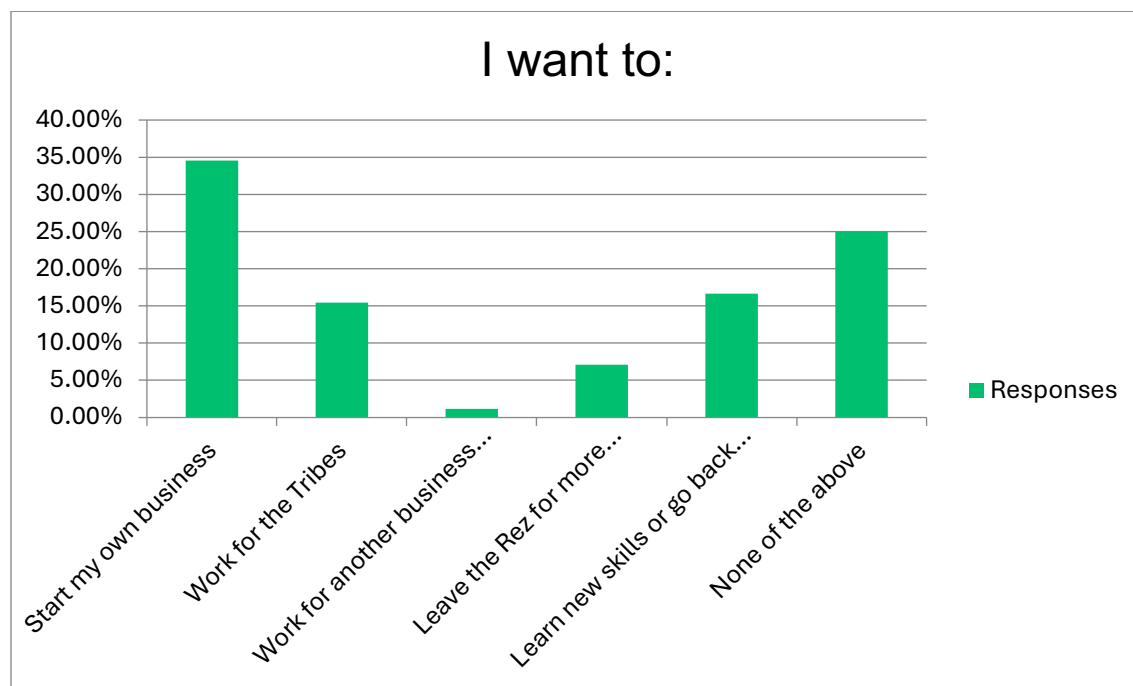


Survey responses reflect mixed perceptions of the current business environment, with a notable portion of respondents indicating neutral or negative views, or uncertainty about how to engage with Tribal systems.

In a related planning effort, approximately 54% of respondents indicated that they do not understand or have never utilized the Tribal permitting process. This finding reinforces survey responses indicating that system navigation is a significant barrier.

The issue is not only perception, but access. Existing systems may not be clearly communicated or easily navigated, limiting participation in economic development.

ENTREPRENEURSHIP AND WORKFORCE INTEREST



A substantial portion of respondents indicated interest in starting a business or pursuing economic opportunities.

Responses also indicate interest in workforce development, education, and training, as well as some level of out-migration for economic opportunity.

There is clear interest in economic participation, but existing systems may not be effectively supporting these pathways.

ROLE OF COMMUNITY INPUT IN THIS PLAN

Community input is used to inform and validate the direction of this CEDS. While not all input can be addressed directly, consistent themes across survey responses and engagement efforts have been incorporated into:

Identification of key issues and constraints

Development of goals and strategies

Prioritization of projects and actions

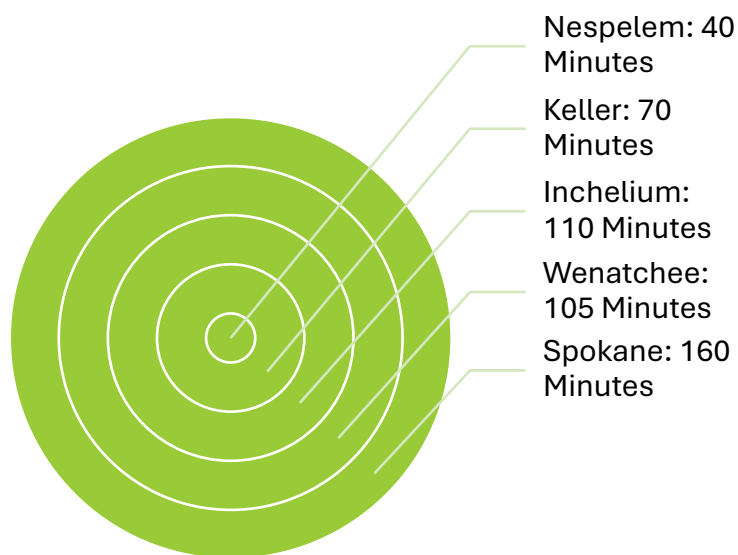
The intent is to ensure that economic development efforts reflect both community priorities and practical implementation considerations.

Community and Regional Profile

The Colville Reservation is a large, rural, and geographically dispersed area spanning multiple counties in north central Washington.



The region is characterized by small communities, long travel distances between population centers, and a strong connection to land, natural resources, and Tribal governance.

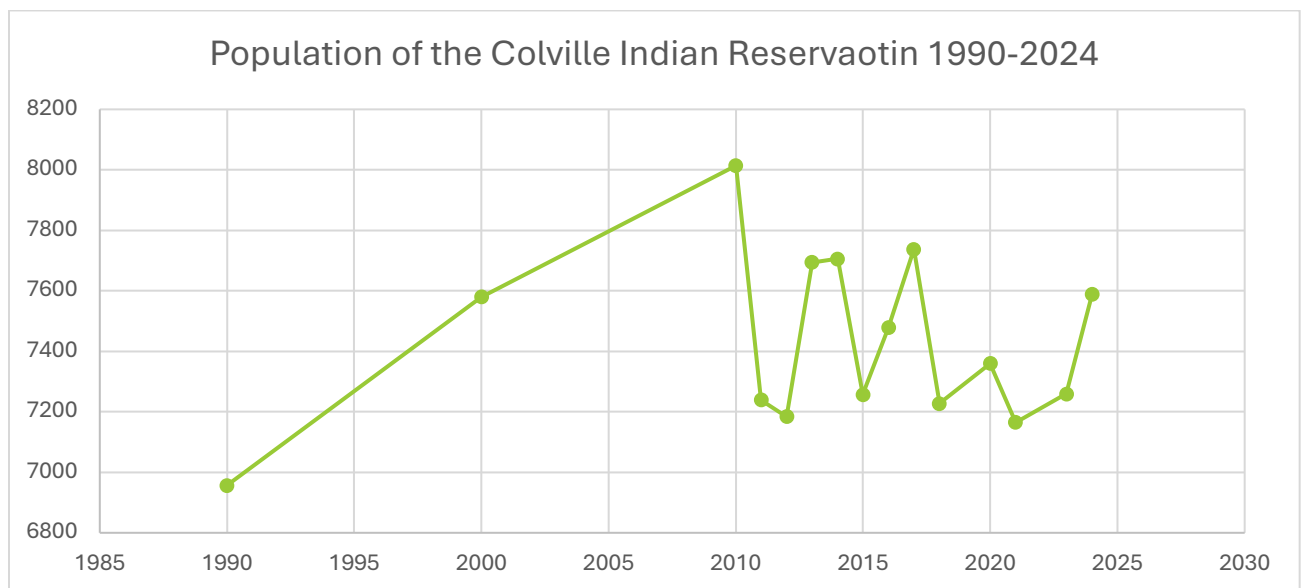


These characteristics shape both the opportunities and constraints associated with economic development.

Geographic scale, population distribution, and access to infrastructure all influence how economic activity occurs and how services are delivered.

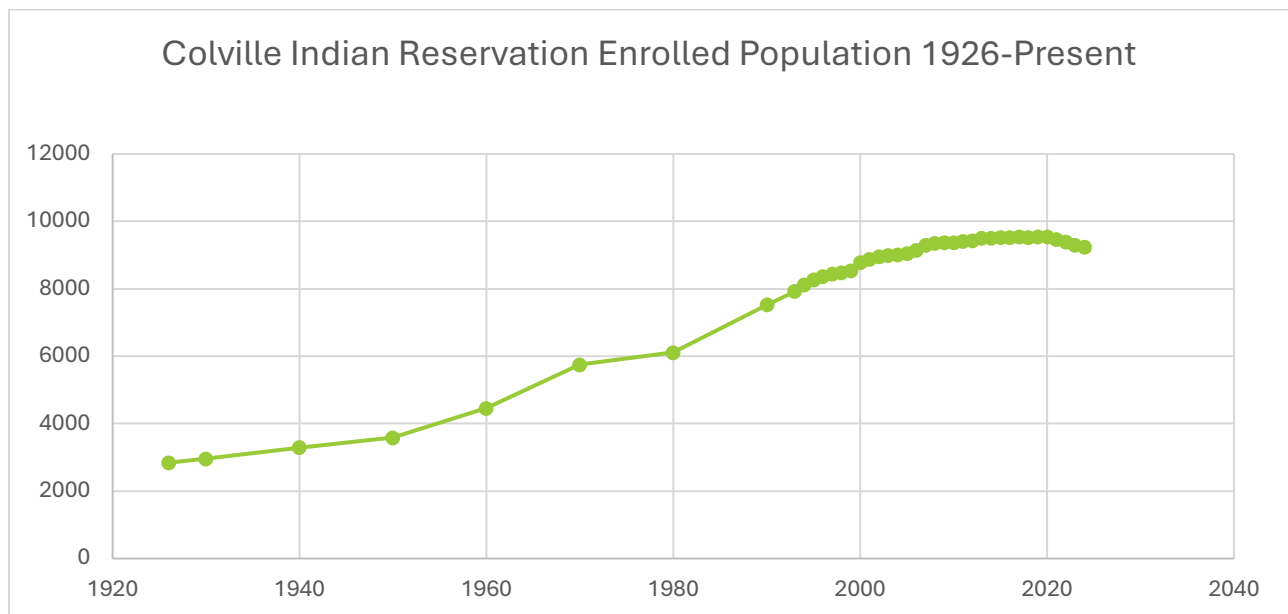
Population and Demographics

The population within the Reservation and surrounding service area is relatively small and dispersed, with limited overall growth in recent years.



In some areas, population levels have remained stable or declined slightly, reflecting broader rural trends Colville Reservation.

The enrolled population of Colville Tribal members saw steady growth up until the Covid-19 pandemic, at which point this is seeing annual population contraction.

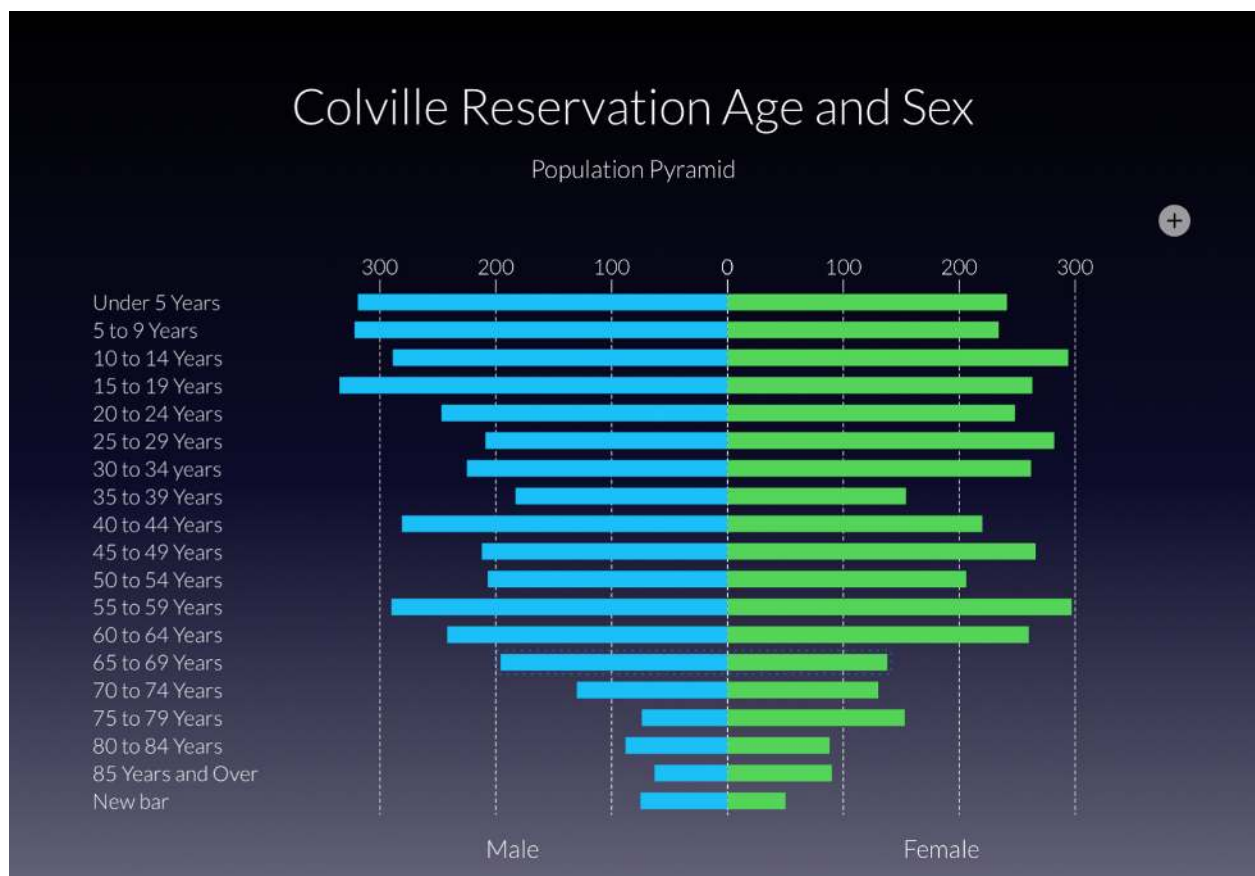


Household size is an important demographic indicator because it influences housing demand, infrastructure planning, and the delivery of public services.

Across the Colville Reservation, average household size generally ranges from 2.3 to 2.5 persons per household, although local communities vary based on demographic characteristics and housing availability. Communities such as Nespelem have larger average household sizes (approximately 3.15 persons), while Inchelium averages approximately 2.54 persons per household. These variations illustrate the diverse housing

needs that exist across the Reservation and reinforce the importance of community-specific planning.

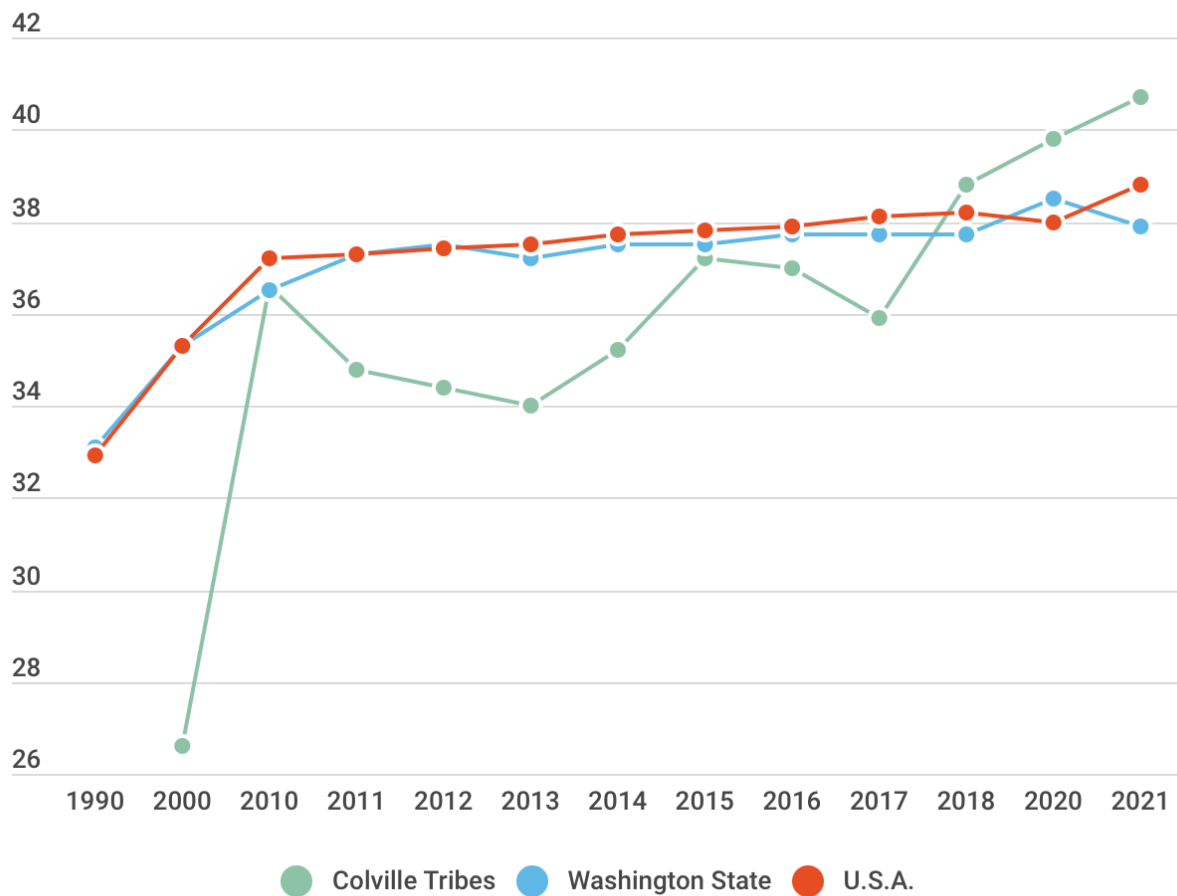
At the same time, there is also an aging population, creating a need to support both workforce development and long-term community stability.



The median age of the Colville Indian Reservation exceeds the national and local average.

Median Age

Median age for the region has seen a sudden uptick, after seeing a decline through 2011-2013.



These demographic patterns influence labor force participation, service needs, and economic opportunity.

Regional Relationships

Economic development within the Colville Reservation occurs within a broader regional framework that extends beyond Reservation boundaries.

Due to the size and geographic location of the Reservation, the Confederated Tribes of the Colville Reservation participate in multiple economic development districts, regional organizations, and intergovernmental partnerships.

The Tribe actively participates in the North Central Washington Economic Development District (NCWEDD), the Tri County Economic Development District (TEDD), and the Okanogan County Economic Alliance (OCEA). These organizations provide opportunities for regional coordination, project development, technical assistance, funding collaboration, and information sharing.



Participation in these organizations serves two important functions. First, it allows the Tribe to communicate its priorities, projects, and economic development initiatives to regional partners. Second, it provides an opportunity to remain informed regarding regional trends, infrastructure investments, workforce initiatives, housing initiatives, and economic development activities occurring throughout the region.

In addition to participating in regional organizations, the CCT Planning Department performs many of the same functions traditionally provided by Economic Development Districts. Through planning, grant development, infrastructure coordination, economic analysis, project development, and implementation support, the department serves as a central coordinating entity for economic development activities within the Reservation. CCT Planning's previous CEDS document was leveraged into multiple planning projects during this previous planning period that were funded by various funding agencies at a state and federal level with key examples being: an East Omak Industrial Park Site Master Plan, a Reservation Wide Master Plan and a Munitions Feasibility Study.

This role is reflected in the Tribe's long-standing partnership with the U.S. Economic Development Administration (EDA), which provides planning assistance funding similar to that provided to designated Economic Development Districts. Through this partnership, the Tribe has maintained ongoing economic development planning efforts, completed multiple planning initiatives, pursued infrastructure and economic development funding opportunities, and coordinated implementation across Tribal departments and programs.

While the Tribe maintains its sovereign authority and independent planning framework, economic development does not occur in isolation. Transportation systems, broadband infrastructure, workforce development, tourism, housing, energy development, and business recruitment all benefit from regional coordination and collaboration. Maintaining strong relationships with regional economic development organizations helps ensure that Tribal priorities are understood and considered within broader regional planning efforts.

The Tribe will continue to engage with regional economic development organizations, local governments, educational institutions, state agencies, federal partners, and neighboring jurisdictions to identify opportunities for collaboration while advancing Tribal priorities and self-determined economic development goals.

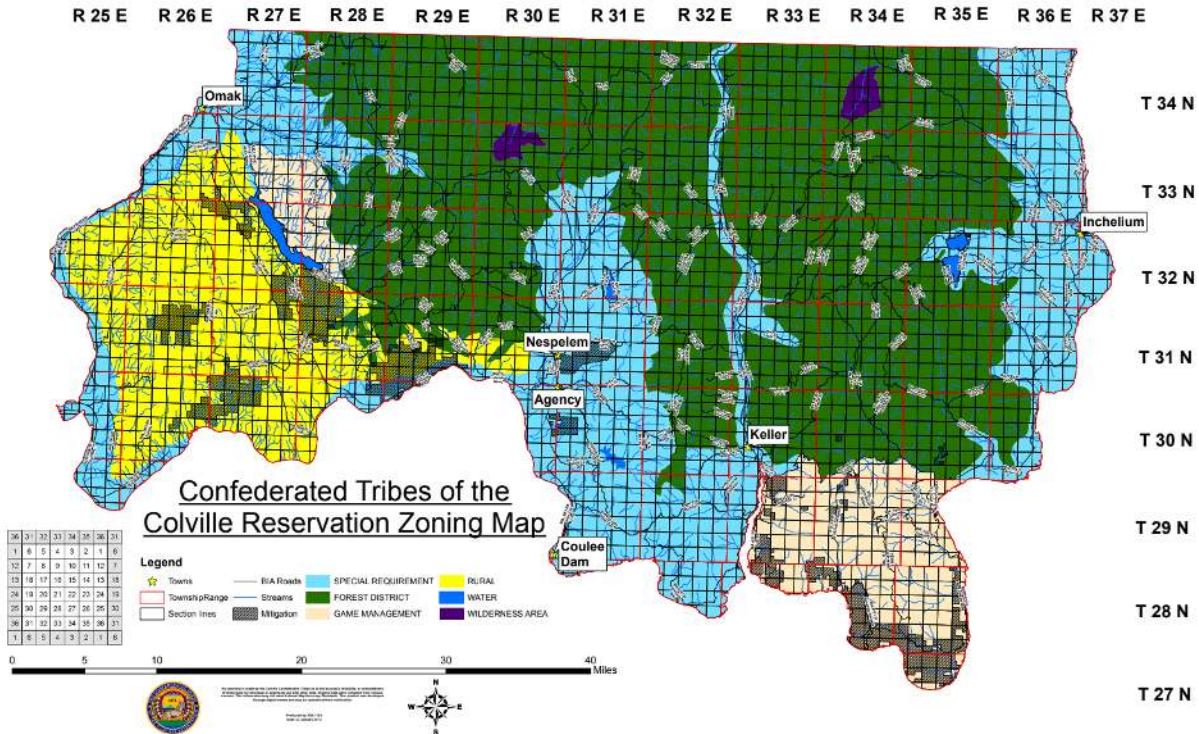
Land Base and Development Context

The availability of development-ready land is a critical factor in economic development. Site readiness includes access to utilities, transportation infrastructure, broadband service, and clear development pathways.

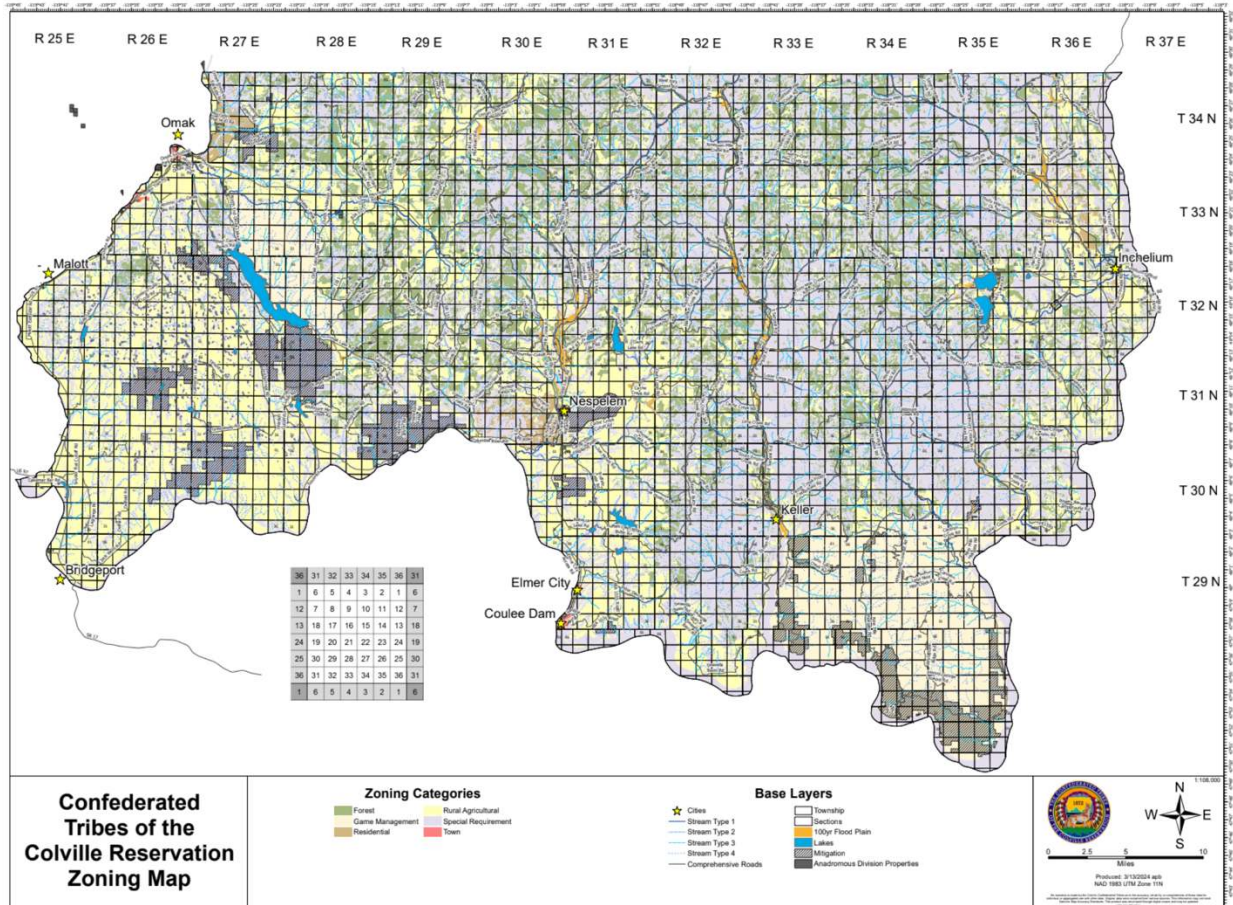
While the Colville Reservation contains a substantial land base, not all land is equally suitable for development due to environmental constraints, topography, infrastructure limitations, land ownership patterns, and other factors commonly encountered in Indian Country.

Recognizing these challenges, the Tribe has undertaken significant planning efforts to identify areas most appropriate for future development. Through the Comprehensive Plan update, land use analysis, and zoning modernization efforts, the Tribe evaluated development opportunities and constraints across the Reservation.

The Tribe's previously adopted zoning was intended as a placeholder for a future overarching effort and this created a situation where much development was constrained by the Special Use area designation; there was multiple bureaucratic hoops to jump through for any types of development.



This work identified areas where future growth can be supported while protecting critical areas, natural resources, cultural values, and community priorities. In 2026, the Tribe officially adopted the following Zoning Map update, which clears many constraints that previously existed, and also highlighted areas where one would still encounter development constraints for various reasons; such as, proximity to waterways, unsuitable slope and many other considerations.



The Tribe has also worked to improve the development process through updates to land use regulations, modernization of permitting procedures, and adoption of a new zoning framework.

The biggest change was the replacement of the Land Use Review Board (LURB), with an internal Planning Commission, which can meet more frequently to consider land use development proposals and also has increased capacity to vet development efforts, as it is composed of internal subject matter experts with the Colville Tribal organization; each member of the commission is from one of the key land use stakeholders in the process,

these being: CCT Planning, Environment Trust, History and Archaeology, Public Works and Fish & Wildlife.

These efforts are intended to provide greater clarity for applicants, improve coordination among Tribal programs, and reduce unnecessary barriers to investment while maintaining appropriate environmental and cultural protections.

Economic development in Indian Country often requires navigating additional complexities related to trust land status, infrastructure availability, environmental review requirements, and jurisdictional coordination.

While these factors can increase project timelines and costs, they also highlight the importance of proactive planning and site readiness efforts.

Improving site readiness through infrastructure investment, coordinated planning, and regulatory clarity remains a key strategy for expanding economic opportunity. By directing development toward appropriate locations and reducing uncertainty within the development process, the Tribe can better position itself to attract investment, support entrepreneurship, and advance community priorities.

Community Characteristics

The community is defined by strong cultural identity, connection to land, and a commitment to self-governance. As the name suggests the Tribe is a confederation of 12 different bands, so while identity is based on culture, this culture is not a homogenous group. These factors shape priorities and influence how development is approached.

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2. **s̓x̓w̓ʔilpx (Colville);**
3. **s̓n̓p̓ʔawílx (San Poil);**
4. **nspiləm (Nespelem).**
5. **S̓ʔuk̓w̓naʔqín (Okanogan)**
6. **nímípuʔ (Nez Perce)**
7. **s̓p̓aʔm̓uləx̓w̓əx̓w̓ (Methow)**
8. **c̓əláməx̓əx̓w̓ (Chelan)**
9. **š̓ntiyátk̓w̓əx̓w̓ (Entiat)**
10. **n̓p̓əš̓q̓w̓áw̓š̓əx̓w̓ (wenatchee)**
11. **š̓n̓q̓áw̓səx̓w̓ (Moses Columbia)**
12. **sn̓q̓w̓aʔmitx (Palús)**

Quality of life, access to services, and community stability are important considerations alongside economic growth.

Community input indicates that while the Reservation is viewed as a strong place to live, there are concerns related to economic opportunity and access.

Summary

The Colville Reservation is a rural, geographically dispersed community with a strong Tribal presence and a central role in the regional economy. Demographic patterns, income levels, workforce conditions, and infrastructure constraints all influence economic outcomes.

These characteristics highlight the need for economic development strategies that are locally appropriate, coordinated, and focused on improving access to opportunity.

Economic Conditions and Trends

The economy of the Colville Reservation is shaped by a combination of Tribal government operations, enterprise activity, and broader regional economic conditions. The Tribe functions as a primary economic driver within the region, supporting employment, generating revenue, and providing essential services.

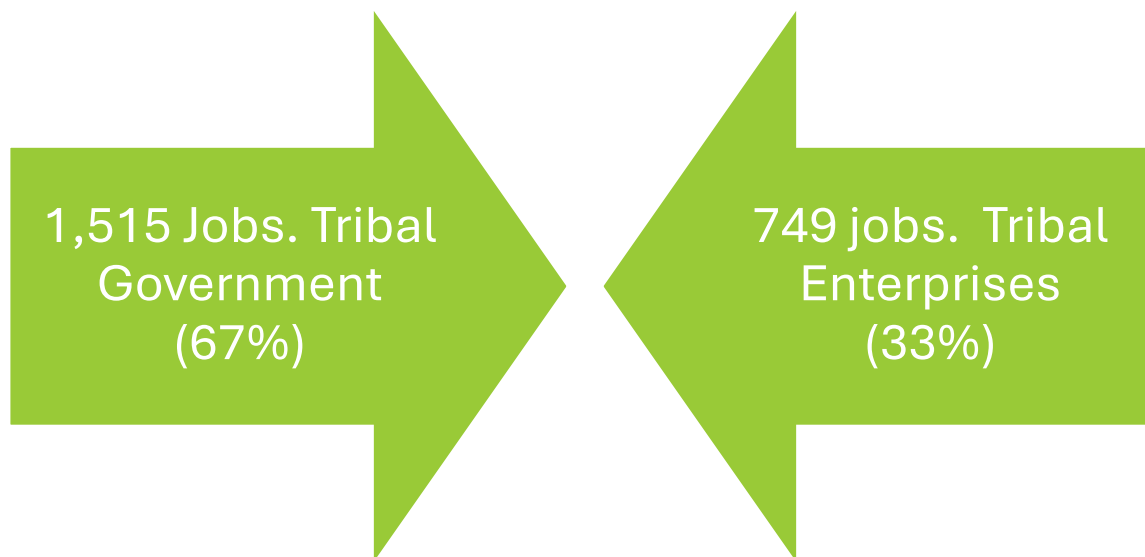
At the same time, the local economy reflects characteristics common to rural communities, including limited diversification, workforce participation challenges, and constraints related to infrastructure and market size. These conditions create a system that is stable in some respects but constrained in others.

This section summarizes key economic conditions and trends that inform the development of this CEDS.

Role of the Tribe in the Regional Economy

The Colville Confederated Tribes play a central role in the regional economy through a combination of government operations and enterprise activity. Tribal programs and enterprises provide direct employment, support local businesses, and generate broader economic impacts through spending and investment.

The Colville Tribes have an estimated 2,264 direct jobs of which 1,515 are situated under the Tribal Government and 749 under Tribal Enterprises.



Combined, the Colville Tribes are the region's largest employer, and 49% larger than the next largest regional firm, Central Washington Hospital with about 1,518 jobs.

RELATIVE JOB RANKINGS BY FIRM/ENTITY					
Broader Regional Economy			Okanogan and Ferry Counties		
Rank	Firm/Entity	Jobs	Rank	Firm/Entity	Jobs
1	Central WA. Hospital	1,518	1	Gebbers Farm Partnership	715
2	School District 246	1,355	2	Brewster Heights Packing & Orch	587

3	Wenatchee Valley Hospital	1,334	3	Omak School Dist 19	682
4	Moses Lake School	1,285	4	Cascade Operations LLC	450
5	Wenatchee Valley College	912	5	Brewster Payroll Services	380
6	Eastmond School Dist 206	877	6	Wal-Mart Associates Inc.	373
7	Crunch Pak LLC	766	7	Okanogan County	240
8	Chelan County PUD	738	8	Agrimacs Inc.	238
9	Gebbers Farm Partnership	715	9	Mid Valley Hospital	225
10	McDougall & Sons Inc.	690	10	Omak Forest Products LLC	214

Economic analysis indicates that Tribal operations and enterprises support thousands of jobs and generate hundreds of millions of dollars in annual economic activity across the region. This includes both direct employment and indirect impacts through supply chains and local spending.

This level of economic activity positions the Tribe as a stabilizing force within the regional economy. In areas where private sector activity is limited, Tribal government and enterprise functions provide consistent employment and economic continuity.

The Tribe's regional impact extends beyond the jobs and expenditures directly associated with Tribal programs and enterprises. Tribal purchases support local vendors and contractors, while wages paid to employees circulate through the regional economy through

household spending. These indirect and induced effects create additional employment, income, business activity, and tax revenue throughout surrounding communities.

The economic impact analysis measures these contributions through total sales, gross regional product, labor income, employment, and tax generation. When direct, indirect, and induced effects are combined, Tribal government operations and enterprises generate approximately \$384.2 million in annual economic output, \$248.1 million in gross regional product, \$176.9 million in labor income, and 3,338 regional jobs.

Economic Development Contributions of the Colville Tribes to North-Central Washington			
Output	Payroll/Benefits	State/Local Taxes	Jobs
\$384,000,000	\$177,000,000	\$18,300,000	3,338

Of this total, primary Tribal government operations account for approximately \$208.3 million in economic output and support 2,019 jobs. Tribal enterprises account for an additional \$175.9 million in economic output and support 1,319 jobs. These figures demonstrate that both governmental and commercial activities are central to the Tribe's overall economic contribution.

Tribal economic activity also generates an estimated \$18.3 million annually in state and local tax revenues through property, sales, excise, and other taxes. Although some direct Tribal

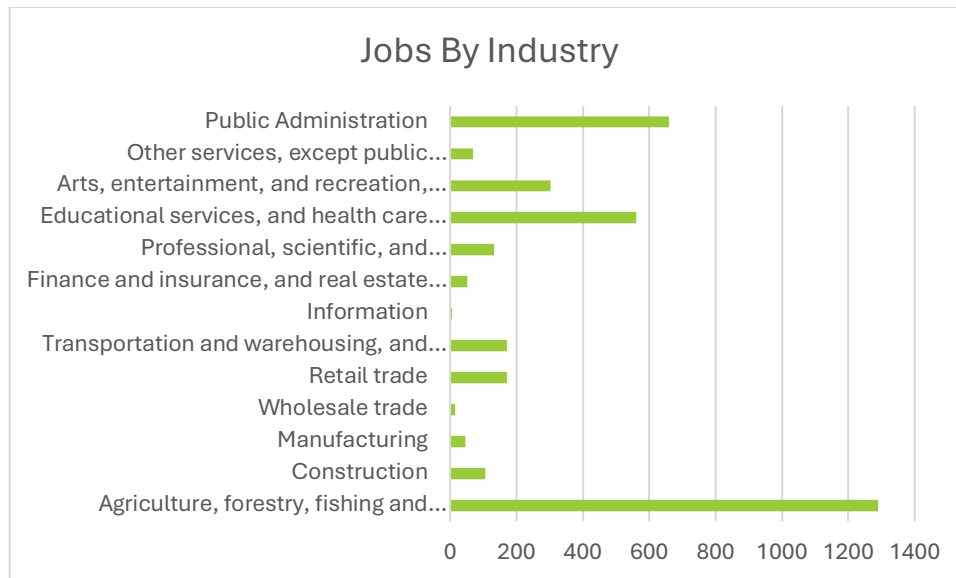
and member activity is tax-exempt, much of the broader economic activity generated through suppliers, employees, visitors, and regional businesses remains taxable.

The analysis also illustrates the multiplier effect of Tribal expenditures. For every dollar spent through Tribal operations, approximately \$1.58 in total regional economic activity is generated. Likewise, each direct Tribal job supports approximately 1.39 jobs throughout the broader economy. These findings reinforce that investments in Tribal government, enterprises, infrastructure, and community development produce benefits that extend well beyond Reservation boundaries.

Economic Structure and Industry Composition

The local economy is characterized by a concentration of employment within government services, health services, natural resources, and Tribal enterprises.

Public sector employment represents a significant share of total jobs, providing stability but also contributing to a relatively narrow economic base.



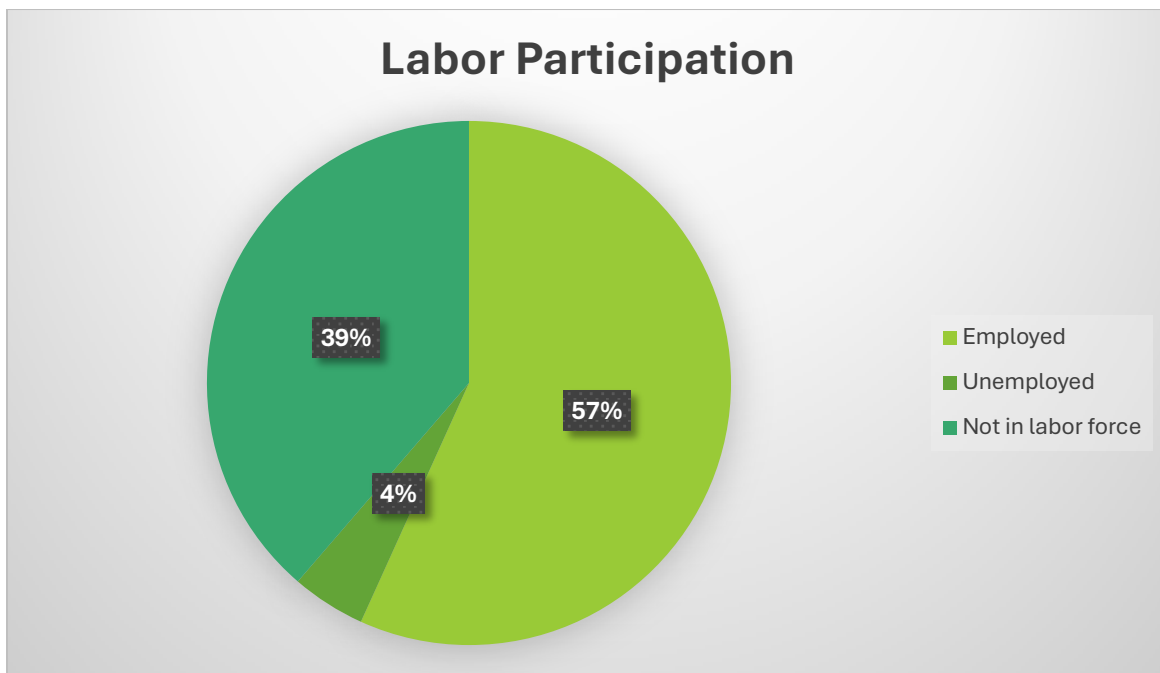
Tribal enterprises, including gaming, retail, fuel, and other operations, contribute to economic activity and provide additional employment opportunities. However, the overall private sector remains limited in scale, with relatively few large employers outside of Tribal operations.

This structure is consistent with rural economic patterns, where market size and geographic constraints limit the development of a broader private sector.

Efforts to expand economic activity should focus on strengthening locally appropriate sectors and supporting small-scale business development, rather than relying solely on large-scale external investment.

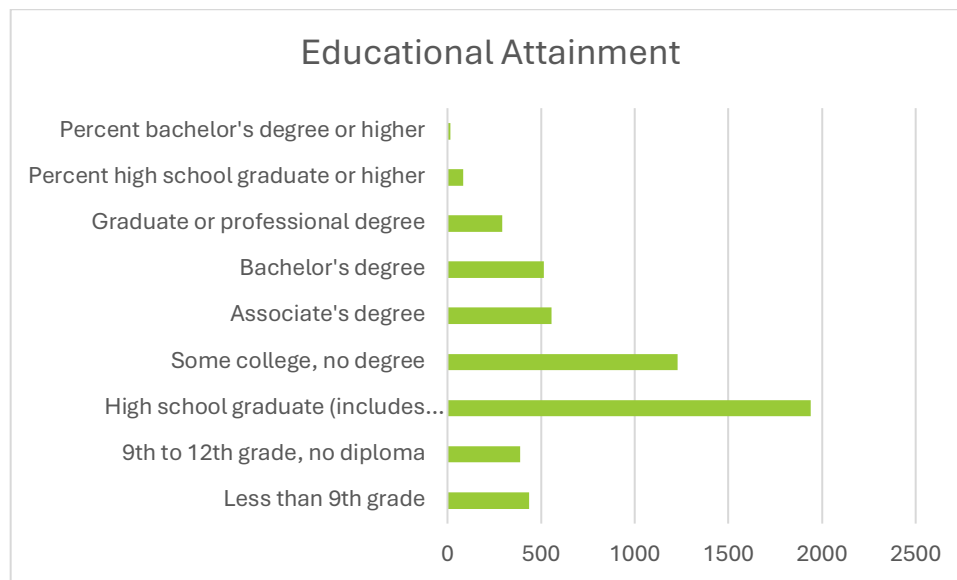
Workforce Conditions

Workforce conditions reflect both opportunity and constraint. While employment is supported by Tribal government and enterprise activity, labor force participation and workforce alignment remain ongoing challenges.



A portion of the population is either not fully engaged in the workforce or is working in positions that do not fully utilize available skills. There is margin of error in census stats, but the percent of the community unemployed and/or not in the workforce has ranged from 43% to 54% during the past decade.

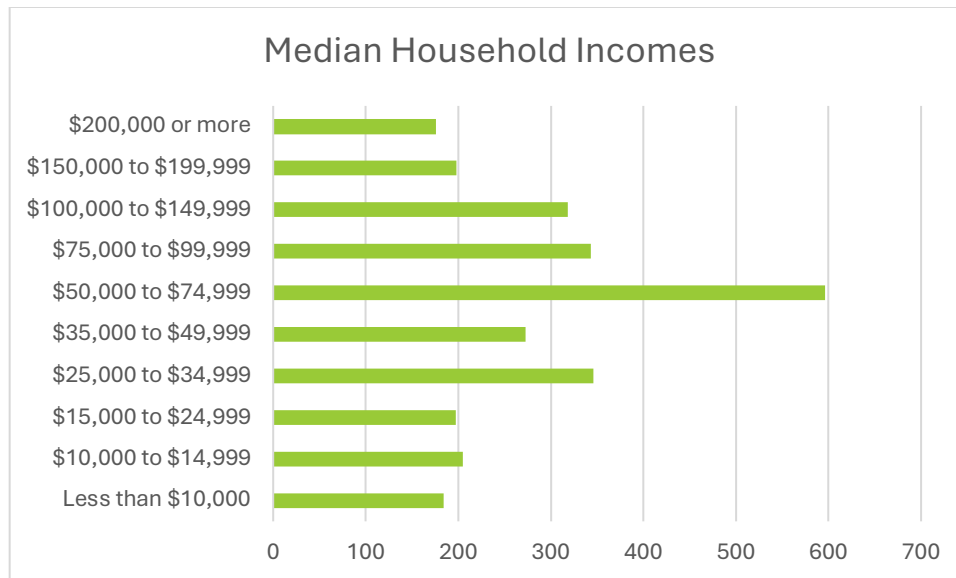
At the same time, employers may face difficulty filling positions that require specific training or experience.



Community input indicates interest in both employment and entrepreneurship, but also highlights barriers related to training, access, and economic conditions. Workforce development efforts must focus not only on job creation, but on improving participation, alignment, and access to training and opportunities.

Income and Economic Conditions

Household income levels within the region remain modest relative to broader state and national benchmarks. Median household income is estimated at approximately \$43,000 within the local trade area .



These income levels affect both household stability and overall economic activity. Lower disposable income limits local purchasing power, which in turn constrains the viability of certain types of businesses and retail development.

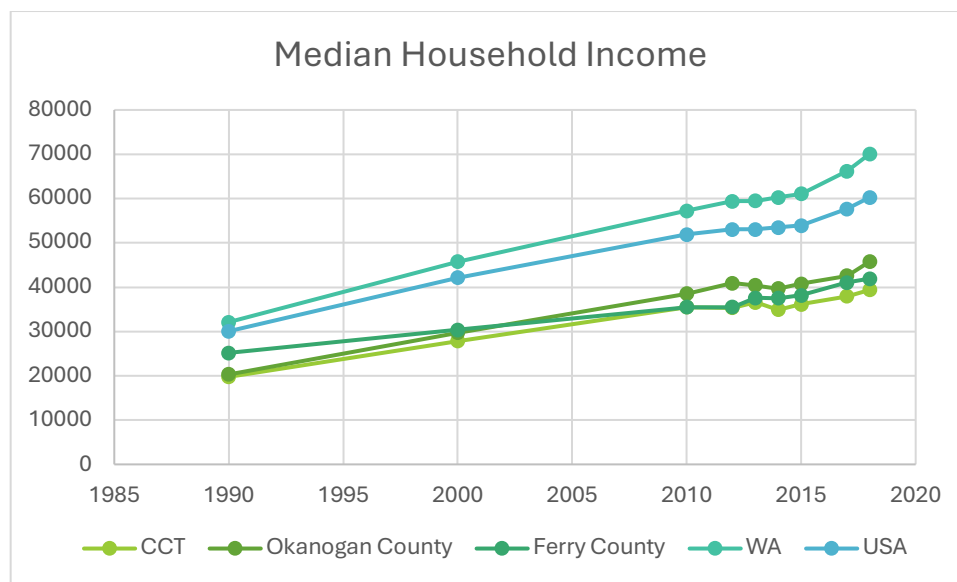
At the same time, cost pressures related to housing, transportation, and basic goods continue to affect households, further limiting economic mobility. Economic development strategies must be scaled to local conditions, with a focus on affordability, accessibility, and incremental growth rather than high-cost or large-scale models that may not be sustainable.

Income and Economic Characteristics

Household income levels in the region are generally lower than state and national averages.

Median household income within the local trade area is estimated at approximately \$43,000

Okanogan County, reflecting broader economic conditions in rural areas.



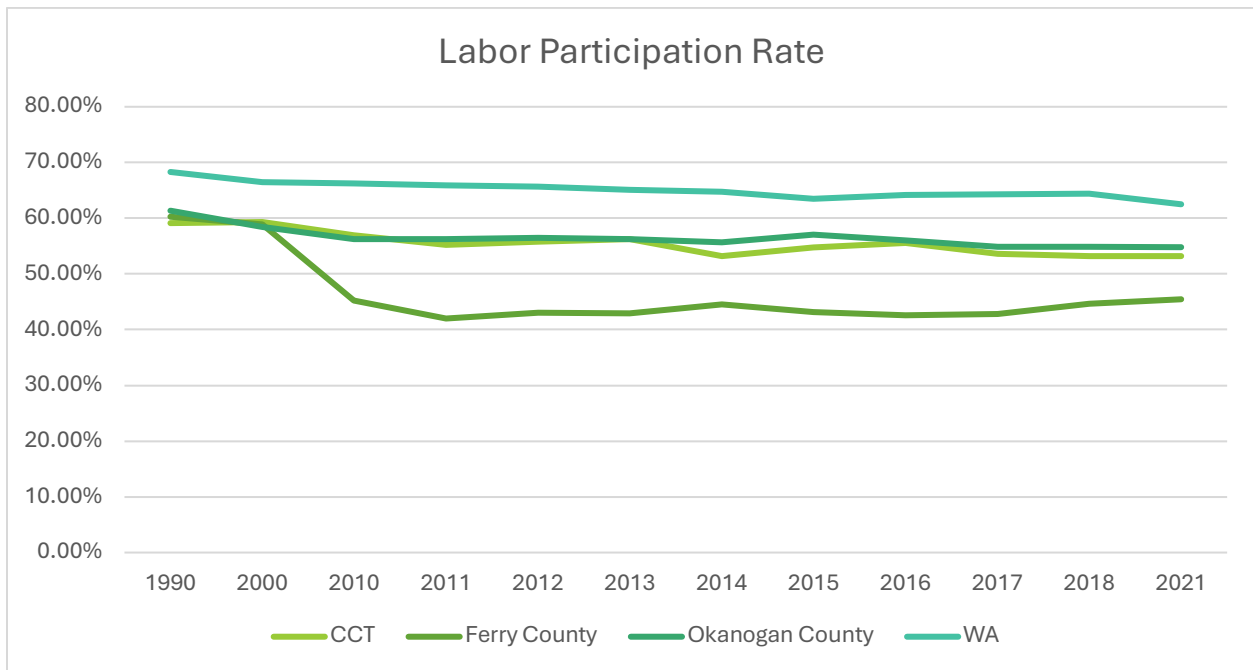
Lower income levels affect both household stability and overall economic activity. Limited disposable income reduces local purchasing power, which in turn influences the types of businesses and services that can be sustained.

At the same time, cost pressures related to housing, transportation, and basic goods continue to affect households.

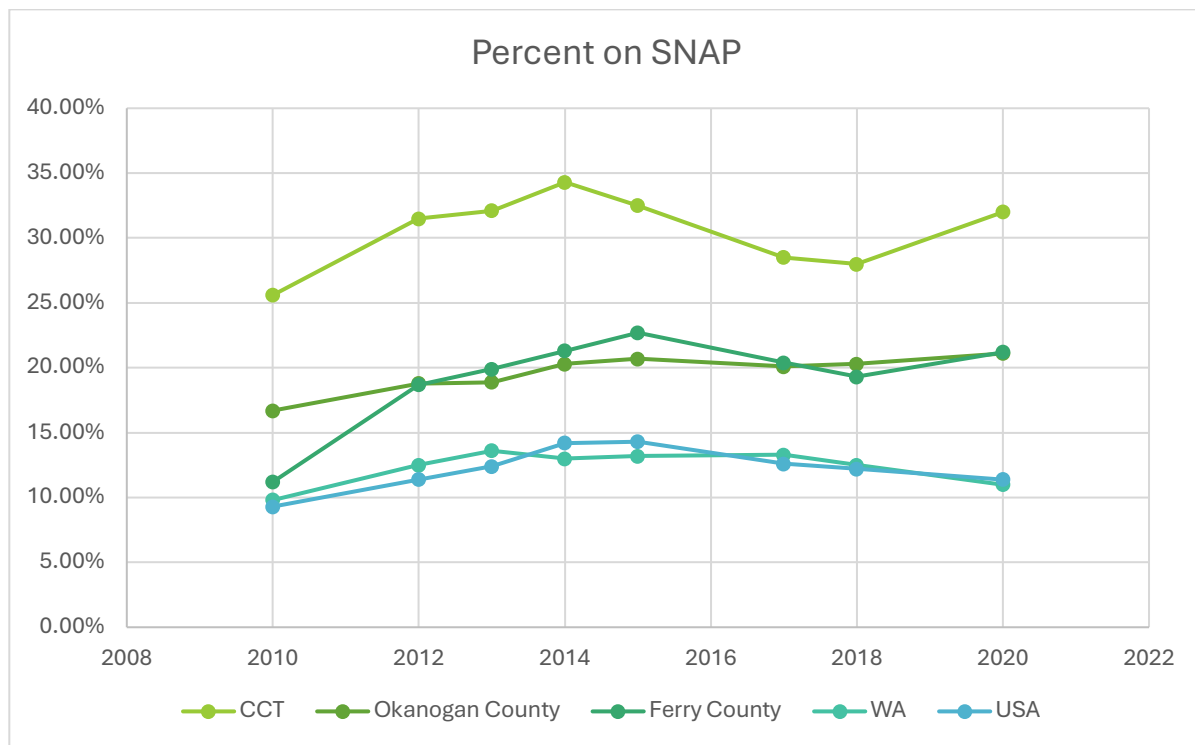
Employment and Workforce Context

Employment in the region is supported by a combination of Tribal government operations, enterprise activity, and smaller private sector employers. The Tribe represents a major source of employment, providing stability in an otherwise limited labor market.

However, workforce participation remains a challenge, with barriers related to access, training, and economic conditions. Some residents commute outside the Reservation for employment, while others may not be fully engaged in the workforce.



Contrasting the labor participation rate of CCT with surrounding communities as well as percent on SNAP vs. surrounding communities illustrates many challenges that confront the community.



These patterns reflect both opportunity and constraint, highlighting the need for workforce development and improved alignment between available jobs and workforce skills.

Implication:

Workforce development and access to employment are key components of economic development. The numbers paint a picture of economic disparity between the various social groupings of the Colville Indian Reservation.

Business Environment

The local business environment reflects both interest and constraint. Community input indicates a clear interest in entrepreneurship, but also identifies several barriers to starting and operating businesses.

These barriers include:

- Limited access to startup capital
- Difficulty navigating permitting and approval processes
- Limited availability of land and commercial space
- Infrastructure limitations, including broadband

The combination of these factors creates a situation where interest in business development exists, but is not fully realized. Improving the business environment will require addressing structural barriers, improving system clarity, and providing targeted support for small business development.

Market Conditions and Scale

The local economy operates within a relatively small and geographically dispersed market. Population growth is limited, and in some areas stagnant or declining. This affects the scale of economic activity that can be supported locally.

Retail and service markets are constrained by population size and income levels, which limits the feasibility of large-scale commercial development. At the same time, there are opportunities to capture local spending and reduce leakage through targeted, right-sized development.

Economic development strategies should be aligned with market realities, focusing on locally scaled opportunities and incremental growth rather than overbuilt or externally dependent models.

Infrastructure as an Economic Constraint

Infrastructure conditions play a significant role in shaping economic outcomes. Limitations related to transportation, utilities, broadband, and site readiness affect the ability to attract investment and support business activity.

These constraints are well documented in the Comprehensive Plan and related planning efforts, and are consistently identified through community input. Infrastructure investment is a prerequisite for economic development, and must be aligned with areas of opportunity and project readiness.

Economic Trends and External Factors

Recent economic conditions have been influenced by broader trends, including:

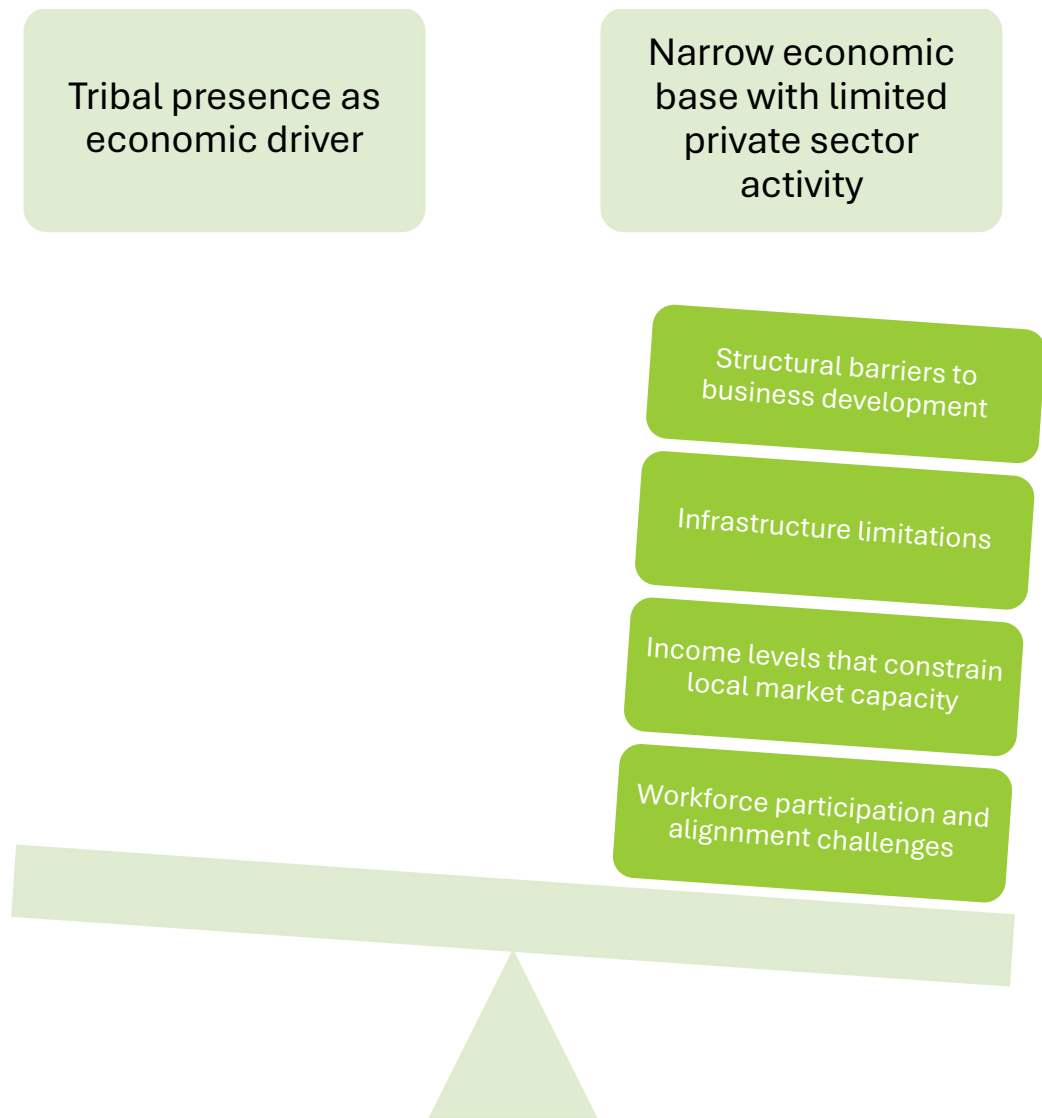
- Inflation and rising costs of goods and services
- Increased construction and infrastructure costs
- Supply chain disruptions
- Changing labor market conditions

These factors have increased the cost of development and affected the feasibility of certain projects. They also reinforce the need for careful prioritization and alignment between projects and available funding.

Consequently, Economic development efforts must account for changing cost structures and ensure that projects remain feasible under current conditions.

Summary of Economic Conditions

The economic conditions described above reflect a system with both strengths and constraints.



These conditions inform the goals and strategies outlined in this CEDS and highlight the need for a focused, realistic approach to economic development.

Infrastructure and Development Conditions

Infrastructure conditions play a central role in shaping economic development outcomes across the Colville Reservation. Transportation systems, utilities, broadband access, housing availability, and site readiness directly influence the ability to attract investment, support businesses, and maintain workforce stability.

Detailed infrastructure analysis is provided in the 2020–2040 Comprehensive Plan . This section builds on that work by focusing specifically on how infrastructure systems function as either constraints or enablers of economic activity.

Transportation Infrastructure

The transportation system provides essential access for residents, businesses, and services across a large and geographically dispersed area. Road infrastructure is particularly important given the rural nature of the Reservation and the reliance on personal and commercial vehicle travel.

Transportation funding is largely supported through federal formula programs, including the Tribal Transportation Program (TTP), which allocates funding based on road mileage and

population within the service area. While this provides a consistent funding source, available funding is often insufficient to address all maintenance and improvement needs.

In many areas, road conditions, maintenance needs, and connectivity issues create barriers to economic activity. These conditions affect the movement of goods and services, increase costs for businesses, and limit access to employment and services.

Transportation infrastructure is both a baseline requirement and an ongoing constraint. Prioritization of road improvements and alignment with economic development needs are critical to improving access and reducing costs.

Utilities and Infrastructure Capacity

Water, wastewater, and power infrastructure are fundamental to development. In many areas, limitations in utility capacity restrict the ability to support new housing, commercial activity, or industrial uses.

Infrastructure improvements in these areas often require significant capital investment and long-term planning. While funding is available through federal and state programs, projects are often constrained by cost, timing, and coordination requirements.

In some locations, existing infrastructure may support development but lacks the capacity or condition needed for expansion. In others, infrastructure is not available at all, requiring significant upfront investment to enable development.

Utility infrastructure is a key determinant of where and how development can occur. Economic development efforts must be aligned with infrastructure capacity and prioritize areas where investment can produce the greatest impact.

Broadband and Connectivity

Broadband access is increasingly recognized as essential infrastructure for both economic activity and quality of life. Reliable internet access supports business operations, remote work, education, and access to services.

While the Tribe has made significant investments in broadband infrastructure, gaps in coverage, reliability, and affordability remain in some areas. These gaps limit business development, particularly for small businesses and remote or home-based enterprises.

Funding opportunities for broadband expansion continue to be available, but projects require coordination, planning, and capacity to implement.

Expanding broadband access and improving reliability are critical to supporting modern economic activity and increasing access to opportunity.

Housing and Workforce Stability

Housing availability and affordability are closely tied to economic development. Limited housing supply, rising costs, and condition issues affect the ability to attract and retain workers.

Housing constraints also impact workforce participation, as individuals may be unable to live near employment opportunities or may face unstable housing conditions.

The Comprehensive Plan identifies housing as a key issue, and community input reinforces its importance as a factor influencing economic outcomes.

Housing is not separate from economic development—it is a core component of workforce stability and long-term growth.

Land Availability and Site Readiness

The availability of development-ready land is a critical factor in economic development. Site readiness includes access to utilities, transportation, and clear development pathways.

In many cases, land may be available but not ready for development due to infrastructure limitations, permitting complexity, or lack of site preparation. These conditions increase the cost and time required to advance projects.

Improving site readiness—through infrastructure investment, planning, and coordination—can significantly increase the Tribe’s ability to attract and support development. Site readiness is one of the most actionable areas for improving economic development outcomes and should be a priority for investment.

Development Process and Permitting

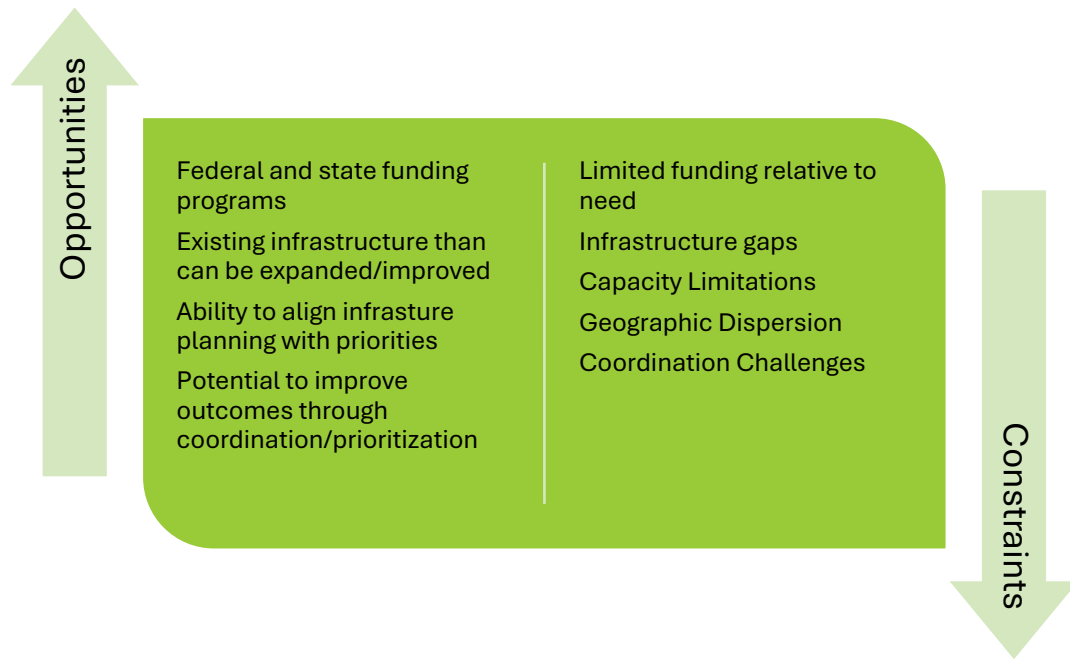
In addition to physical infrastructure, the development process itself functions as part of the broader infrastructure system. Permitting, approvals, and coordination across departments influence the speed and feasibility of projects.

Community input indicates that a significant portion of respondents do not understand or have not utilized Tribal permitting processes. This suggests that system clarity and accessibility are ongoing challenges.

Complex or unclear processes can act as barriers to development, particularly for small businesses and individual applicants. Improving clarity, consistency, and coordination in development processes is essential to reducing barriers and supporting economic activity.

Infrastructure Constraints and Opportunities

Across infrastructure systems, several consistent themes emerge:



Summary

Infrastructure conditions represent both a constraint and an opportunity for economic development. While significant needs exist across transportation, utilities, broadband, and housing, these systems also provide a foundation for future growth.

The key challenge is not only addressing infrastructure gaps but ensuring that investments are aligned with economic development priorities and implementation capacity. This requires a coordinated approach that connects infrastructure planning with funding strategies and project development.

Existing Plans, Programs, and Projects

Project Identification and Development Pipeline

Economic development projects within the Colville Reservation originate through multiple planning and decision-making processes. Projects may be identified through Tribal Business Council priorities, the Comprehensive Plan, district and community master plans, departmental planning, feasibility studies, infrastructure assessments, community engagement, or emerging funding opportunities.

The CEDS brings these different sources together within a common economic development framework. Its purpose is not to replace existing plans or establish a separate project list. Rather, the CEDS provides a mechanism for connecting long-term planning, identified community needs, leadership priorities, funding opportunities, and implementation.

Major sources of projects include:

- Tribal Business Council and Administration priorities
- The CCT Comprehensive Plan
- District and community master plans
- Department and program planning

- Site readiness and feasibility studies
- Infrastructure assessments
- Community surveys, meetings, and listening efforts
- Enterprise planning
- Federal, state, and regional funding opportunities

These sources serve different purposes. Leadership priorities identify projects requiring organizational attention or policy direction. The Comprehensive Plan establishes long-term policy and development direction. District master plans translate broader goals into location-specific concepts. Feasibility and site-readiness studies determine whether individual projects can realistically advance and identify infrastructure, engineering, market, and funding requirements.

As a result, projects identified by the Tribe exist at very different stages of development.

From Identification to Implementation

Economic development projects generally move through a progression:

Identified Need → Project Concept → Planning and Feasibility → Site Readiness → Design and Engineering → Funding → Construction or Implementation → Operation

Projects do not always move through this process in a straight line. A project may advance when funding becomes available, return to planning when conditions change, or remain within the long-term pipeline until infrastructure, financing, market conditions, or organizational capacity allow it to proceed.

This distinction is important because a project can be a high Tribal priority without being immediately ready for construction. Conversely, a smaller project may advance more quickly because planning, site control, design, and funding are already substantially complete.

The objective of the CEDS is therefore not simply to identify projects. It is to help maintain a continuous project pipeline in which future projects are being prepared while implementation-ready projects move toward completion.

Relationship Between Planning and Project Development

The Tribe has invested substantially in long-range planning, master planning, feasibility analysis, and site-readiness work. These activities form an important part of the economic development process because they progressively reduce uncertainty and move projects closer to implementation.

The East Omak area provides an example of this progression. Long-standing economic development goals resulted in master planning for the area, followed by more detailed market, infrastructure, transportation, utility, and site-readiness analysis. The East Omak Industrial Site Readiness Report evaluated a 386-acre study area and identified significant infrastructure improvements necessary to position the property for future development.

The updated Omak District Master Plan further refines this opportunity by identifying approximately 67 acres for a Business and Industrial Park, including industrial parcels and areas capable of supporting future commercial and industrial development.

This progression demonstrates the relationship between planning and implementation. A planning document does not represent the completion of a project. Planning establishes the concept, identifies constraints, evaluates alternatives, determines infrastructure requirements, and creates the foundation necessary to pursue engineering, financing, grants, and eventual construction.

The same approach is being applied to economic development opportunities throughout the Reservation.

District-Level Project Development

Recent district master planning provides an additional source of projects and development concepts. Rather than applying the same economic development model to every community, district planning considers population, infrastructure, market access, workforce, existing development patterns, and community priorities.

This approach recognizes that opportunities vary substantially across the Reservation.

Omak has the strongest concentration of commercial and industrial development opportunities and benefits from access to US 97 and proximity to the regional population and commercial center.

Nespelem functions as the primary Tribal government and institutional center and has opportunities associated with government employment, health care, commercial services, flex space, industrial development, and proximity to the Grand Coulee area.

Keller and Inchelium have smaller populations and greater geographic isolation. Economic development opportunities in these districts generally emphasize locally scaled business development, recreation, tourism, flexible commercial space, and small-scale industrial or production activities.

District planning has identified concepts including the Inchelium Makers Mart, industrial redevelopment in Inchelium, Keller business flexspace, Keller commercial redevelopment, Nespelem industrial development, Nespelem Agency flexspace, and recreation and visitor-economy projects.

These projects should be viewed as components of a broader development pipeline rather than commitments to immediately construct every identified concept.

Major Completed and Ongoing Projects

The Tribe has a demonstrated history of translating long-range planning into projects, investments, and economic activity. Previous CEDS documents identified infrastructure, enterprise development, community facilities, broadband, utilities, workforce development, economic diversification, and community investment as important components of the

Tribe's economic development strategy.

Many of these priorities have subsequently advanced through planning, funding, construction, or implementation. The results provide an important foundation for the current CEDS. They also show that economic development planning is most effective when it connects to specific projects and is followed by sustained efforts to secure funding and move those projects toward implementation.

The previous CEDS described itself as a continuation of earlier economic development planning and characterized implementation of the preceding strategy as a “blueprint for success.” That continuity remains important. The current CEDS does not begin with a new set of unrelated priorities; it builds upon investments and institutional capacity developed through previous planning cycles.

Tribal Government and Community Facilities

One of the most visible examples of major Tribal investment during the current planning period is continued development of government and community facilities. These investments support the delivery of Tribal services while also contributing to employment, construction activity, and the concentration of economic activity within Reservation communities.

Previous CEDS implementation also included smaller community-scale investments, including recreation facilities, community gathering spaces, and reuse of existing Tribal properties.

These projects illustrate that economic and community development occurs at multiple scales. Large facilities provide regional employment and institutional capacity, while smaller projects improve quality of life and help sustain individual communities.

Expansion of Tribal enterprises has remained a major component of the Tribe's economic development strategy.

Previous planning identified diversification of Tribal revenue and employment as a continuing priority. Subsequent investments have included expansion and continued development of gaming, fuel, forestry and wood-products, hospitality, retail, and other enterprise activities.

These investments have impacts beyond the individual enterprises. Tribal businesses support direct employment, purchase goods and services, attract visitors, generate revenue that can be reinvested in Tribal priorities, and contribute to economic activity throughout the surrounding region.

The Tribe's three gaming facilities, fuel operations, forest-products activities, and other enterprises now form an important component of the broader Tribal economy. Together with Tribal government, these operations have helped establish the Tribe as the largest employer and one of the primary economic drivers within the region.

Broadband and Telecommunications

Broadband has progressed from an identified infrastructure constraint into an increasingly important component of the Reservation's economic infrastructure.

Previous CEDS planning recognized telecommunications limitations as a barrier to business development, education, health care, government services, and community connectivity. The Tribe has subsequently invested in broadband infrastructure and fiber networks while continuing to pursue expansion into underserved areas.

These investments have become increasingly important as economic and community activity has become more dependent on reliable digital connectivity. Broadband now supports Tribal government operations, businesses, education, telehealth, remote employment, and access to services.

Significant gaps remain because of the Reservation's geography and dispersed settlement pattern. For that reason, broadband remains both an example of progress under previous planning efforts and an ongoing priority within the current CEDS.

Water, Utilities, and Development Infrastructure

The Tribe has also continued to invest in water, utilities, transportation, and other infrastructure necessary to support communities and future development.

These investments are particularly important on the Colville Reservation because infrastructure availability frequently determines whether otherwise suitable land can support housing, commercial activity, industrial development, or community facilities.

Projects completed during previous planning periods have improved existing systems and addressed infrastructure deficiencies across multiple communities. At the same time, subsequent master planning and site-readiness work has provided a clearer understanding of where additional infrastructure investment will be necessary to support future development.

This progression demonstrates an important principle of the current CEDS: infrastructure projects are themselves economic development projects when they remove barriers to subsequent investment.

Natural Resources and Emerging Economic Opportunities

Natural resources remain both a cultural responsibility and an important component of the Reservation economy.

Previous economic development efforts have included forestry, fisheries, natural-resource restoration, carbon-related initiatives, and exploration of new activities capable of creating economic value while maintaining Tribal stewardship of land and resources.

Participation in carbon-credit programs represents one example of how the Tribe has explored emerging markets connected to management of its substantial natural-resource

base. Previous CEDS implementation also included expansion of fisheries-related activities and continued investment in forest products and other resource-based economic activity. These initiatives demonstrate that economic diversification does not necessarily require moving away from the Reservation's traditional economic base. In some cases, diversification can occur by developing new markets, technologies, products, and management approaches around existing Tribal assets.

Planning as a Project Development Tool

Not every successful outcome of the previous CEDS resulted immediately in construction. During the current decade, the Tribe has also used economic development planning to move future projects further through the development pipeline. Economic impact analysis, retail and market analysis, the Omak District Master Plan, Reservation-wide district master planning, East Omak site-readiness work, and feasibility studies have progressively defined future development opportunities.

This work has helped identify potential sites, infrastructure requirements, market conditions, preliminary costs, and implementation needs. The result is a stronger pipeline of projects that can be matched with funding as they become ready.

The East Omak area illustrates this process particularly well. A broad economic development opportunity has progressively moved through master planning, market

analysis, infrastructure assessment, and site-readiness analysis. The current CEDS builds upon that work by identifying the next steps necessary to move from planning toward development.

Building on Previous Investment

Taken together, completed projects and ongoing initiatives demonstrate substantial Tribal capacity to plan, fund, administer, and implement complex investments.

They also demonstrate that implementation occurs over multiple planning cycles. A project may first appear as an identified need, advance through feasibility and planning, secure funding several years later, and ultimately be constructed under a subsequent CEDS.

The current CEDS builds upon this record rather than starting over. Previous investments have created facilities, infrastructure, enterprises, institutional capacity, and technical information that make additional development possible.

The challenge moving forward is therefore not simply to identify more projects. It is to improve coordination between existing plans and priorities, maintain projects at different stages of readiness, direct limited organizational capacity toward the most important investments, and ensure that successful planning continues to result in implementation.

Existing Programs and Initiatives

A range of programs and initiatives currently support economic development activities.

These include:

- Business support and technical assistance programs
- Workforce development and training initiatives
- Infrastructure and capital improvement programs
- Housing development efforts
- Grant-funded projects across multiple sectors

These programs provide important resources and services, but are often implemented through separate funding streams and administrative structures. While programs are active and effective in many areas, improved coordination and alignment can enhance their overall impact.

Project Inventory and Pipeline

The Tribe maintains an active pipeline of projects across multiple sectors, supported by a large number of federal and state grants. These projects include infrastructure improvements, housing development, community facilities, and economic development initiatives.

The volume of active projects reflects a strong ability to secure funding, but also creates challenges related to coordination, prioritization, and implementation capacity.

Not all identified projects are at the same level of readiness. Some are fully defined and ready for implementation, while others remain conceptual or require additional planning and development. A structured approach to project prioritization is necessary to ensure that resources are focused on projects that can be successfully implemented.

Alignment with This CEDS

This CEDS builds on existing plans, programs, and projects by providing a framework for alignment and prioritization.

Rather than identifying entirely new initiatives, the focus is on:

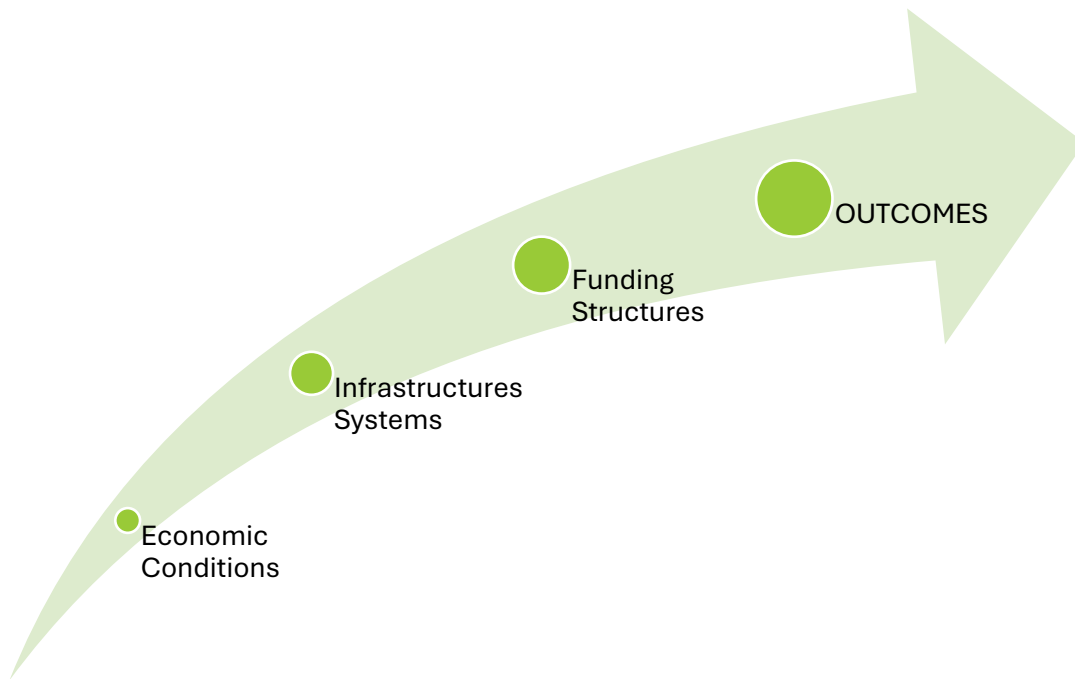
- Aligning existing projects with economic development goals
- Prioritizing projects based on readiness, impact, and funding
- Improving coordination across departments and programs
- Ensuring that funding efforts support identified priorities

This approach is intended to improve outcomes by focusing on implementation rather than expansion of project lists.

Key Issues and Opportunities

Key Issues

The analysis of economic conditions, infrastructure systems, funding structures, and community input identifies a consistent set of issues and opportunities that shape economic development outcomes across the Colville Reservation.



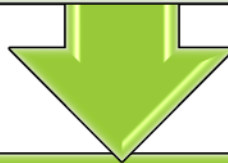
These findings reflect both structural constraints and areas of potential growth. The purpose of this section is to clearly define the key factors influencing economic development, providing the basis for the goals and strategies outlined in this CEDS.

Limited Economic Diversification

The local economy is supported by strong Tribal government operations and enterprise activity but remains concentrated within a relatively narrow range of sectors.

Private sector activity remains limited in scale , and opportunities for expansion are constrained by market size, infrastructure and workforce factors

Economic Development effort must focus on expanding locally appropriate sectors and supporting incremental diversification.



Workforce Participation and Alignment

Workforce conditions present both opportunity and constraint. While employment is supported by Tribal operations and enterprises, labor force participation and alignment with available jobs remain ongoing challenges.



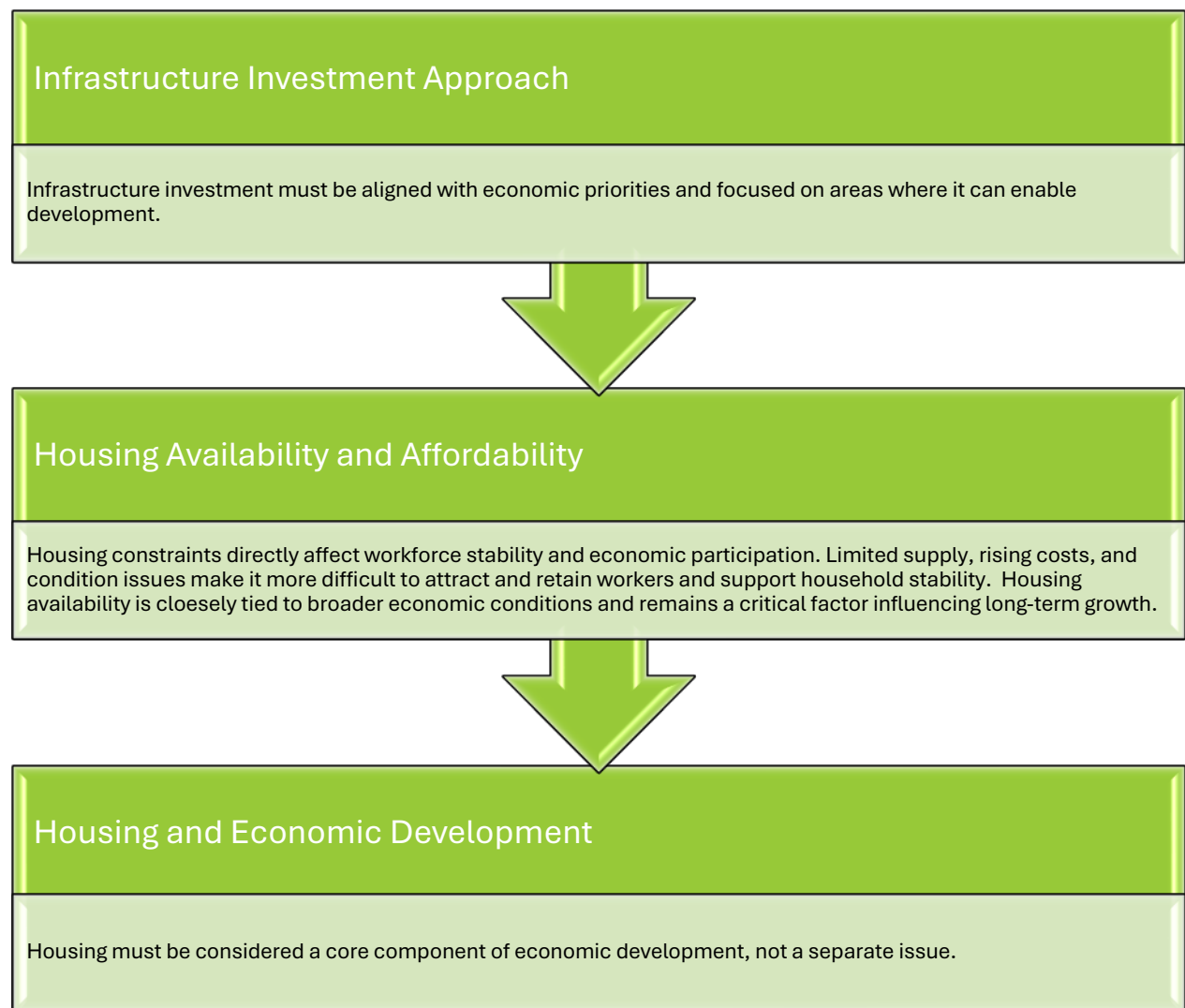
Barriers to Navigate

Barriers such as access to training, transportation, and economic conditions limit participation, while employers may face difficulty filling positions that require specific skills or experience. Improving workforce participation and alignment is essential to supporting both economic growth and long-term stability.

While this structure provides stability, it limits overall economic resilience and reduces the ability to absorb external economic changes.

Infrastructure Constraints

Infrastructure limitations continue to affect economic development outcomes. Gaps in transportation, utilities, broadband, and housing availability restrict the ability to support new development and expand existing activity.

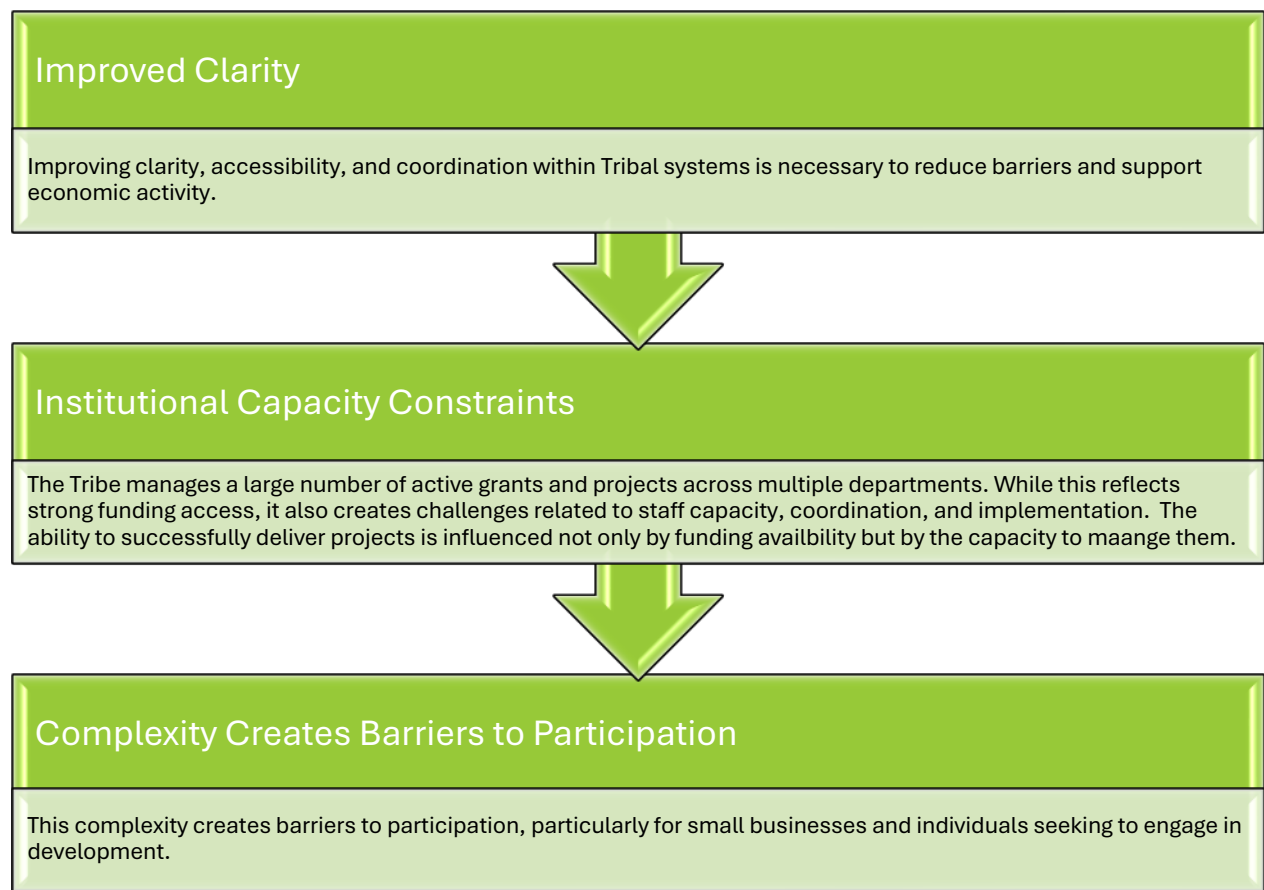


In many cases, infrastructure exists but lacks the capacity or condition needed to support

growth. In other areas, infrastructure is not available, requiring significant upfront investment.

System Complexity and Access

A consistent theme across community input and planning efforts is difficulty navigating Tribal systems, particularly permitting and development processes. A significant portion of the community does not understand or utilize these processes.

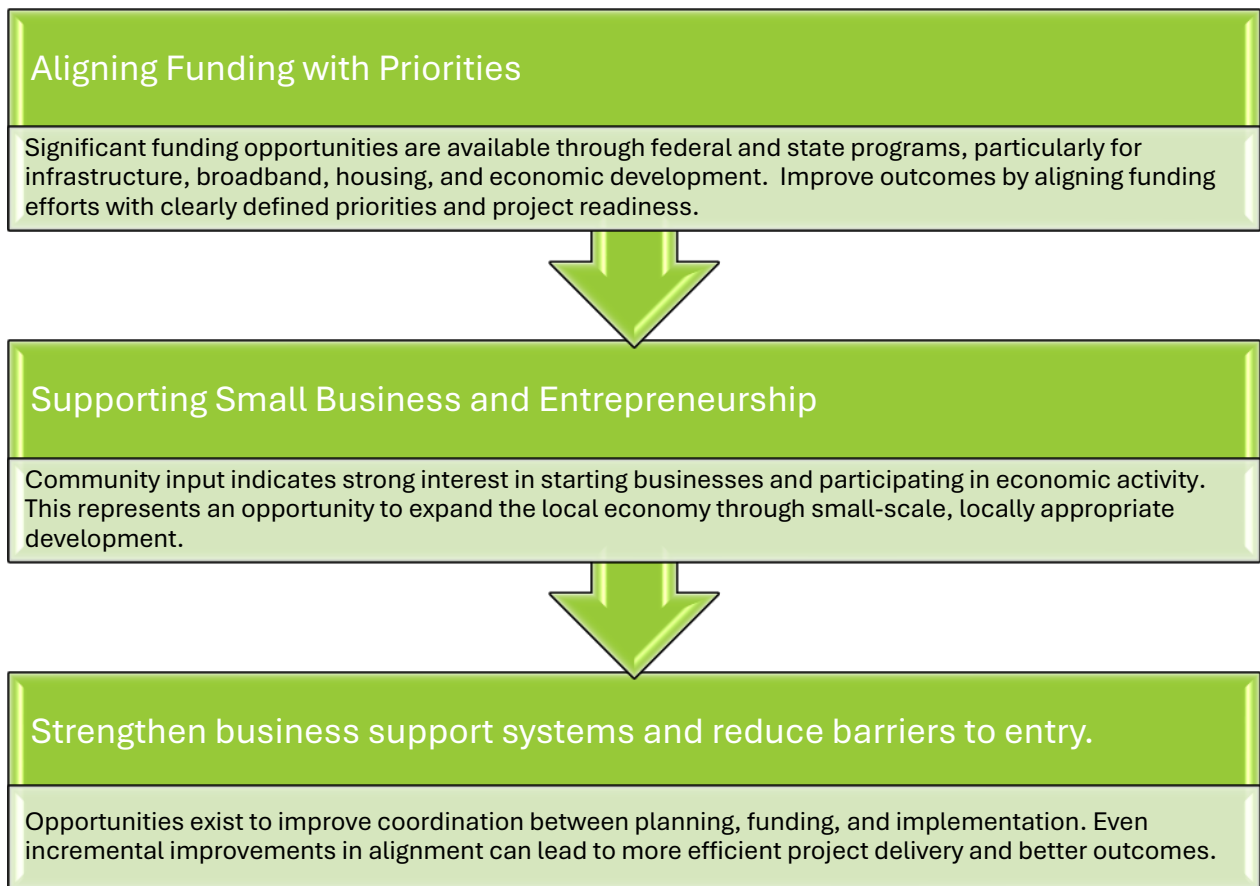


Prioritization and alignment are necessary to ensure that projects can be successfully implemented within existing capacity.

Key Opportunities

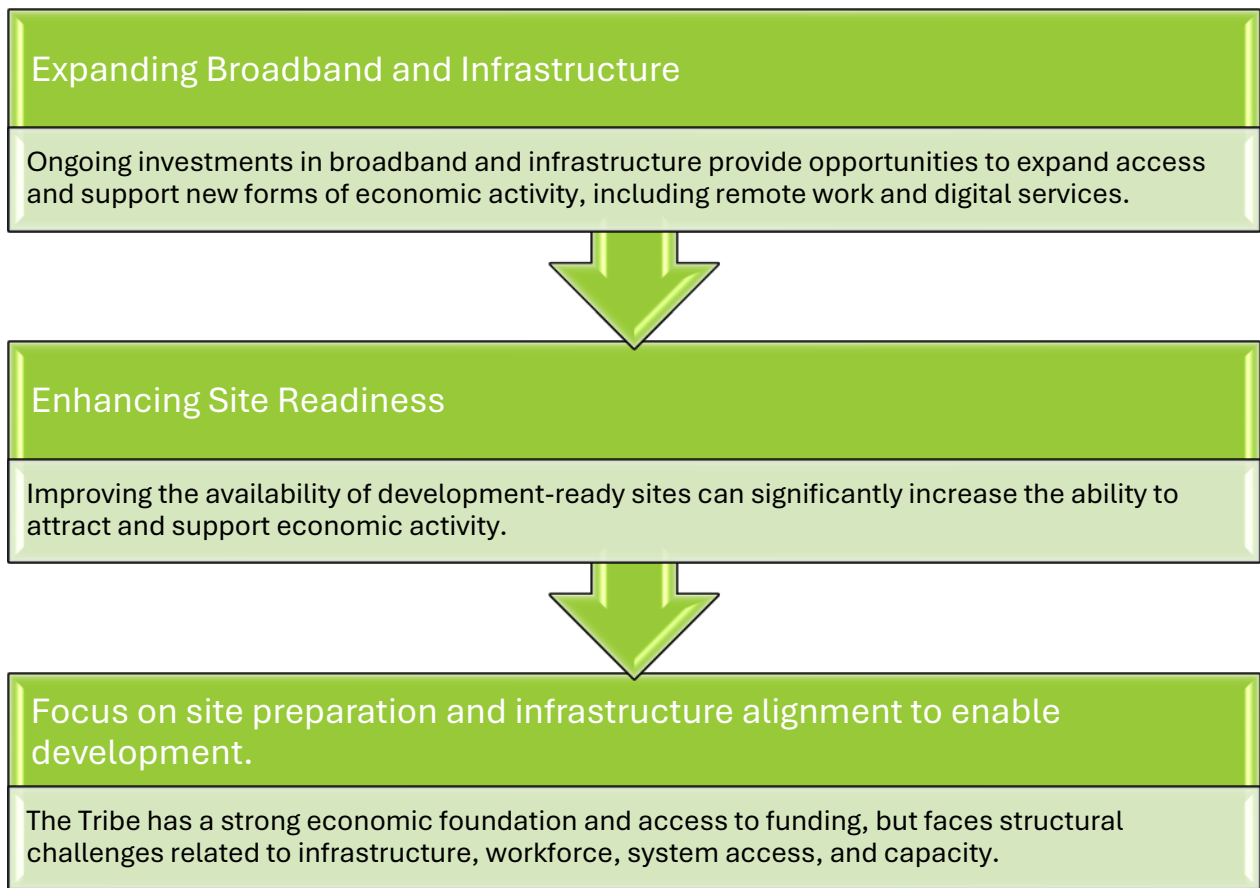
Leveraging Existing Economic Strengths

The Tribe has established a strong foundation through government operations, enterprise activity, and infrastructure investments. This includes demonstrated success in delivering complex projects and managing multiple funding sources. Build on existing strengths to support continued development and expansion.



Leverage infrastructure investment to support economic participation and growth.

Enhance coordination across departments and programs to improve effectiveness.



The issues and opportunities identified in this section reflect a system that is both capable and constrained.

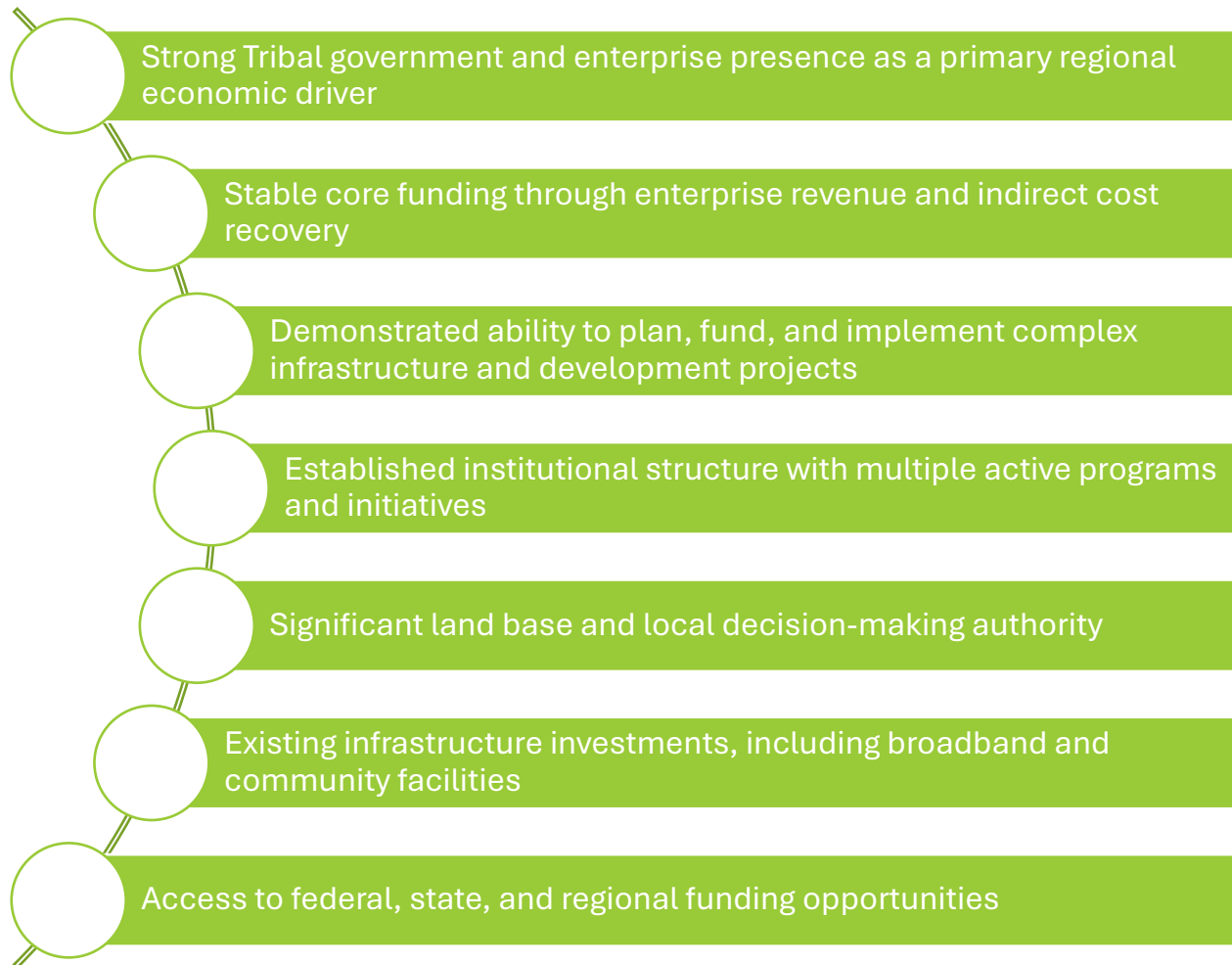
Addressing these issues while leveraging identified opportunities requires a focused and disciplined approach. The goals and strategies outlined in this CEDS are designed to respond directly to these conditions and support achievable, long-term outcomes.

SWOT (Strengths, Weaknesses, Opportunities, Threats)

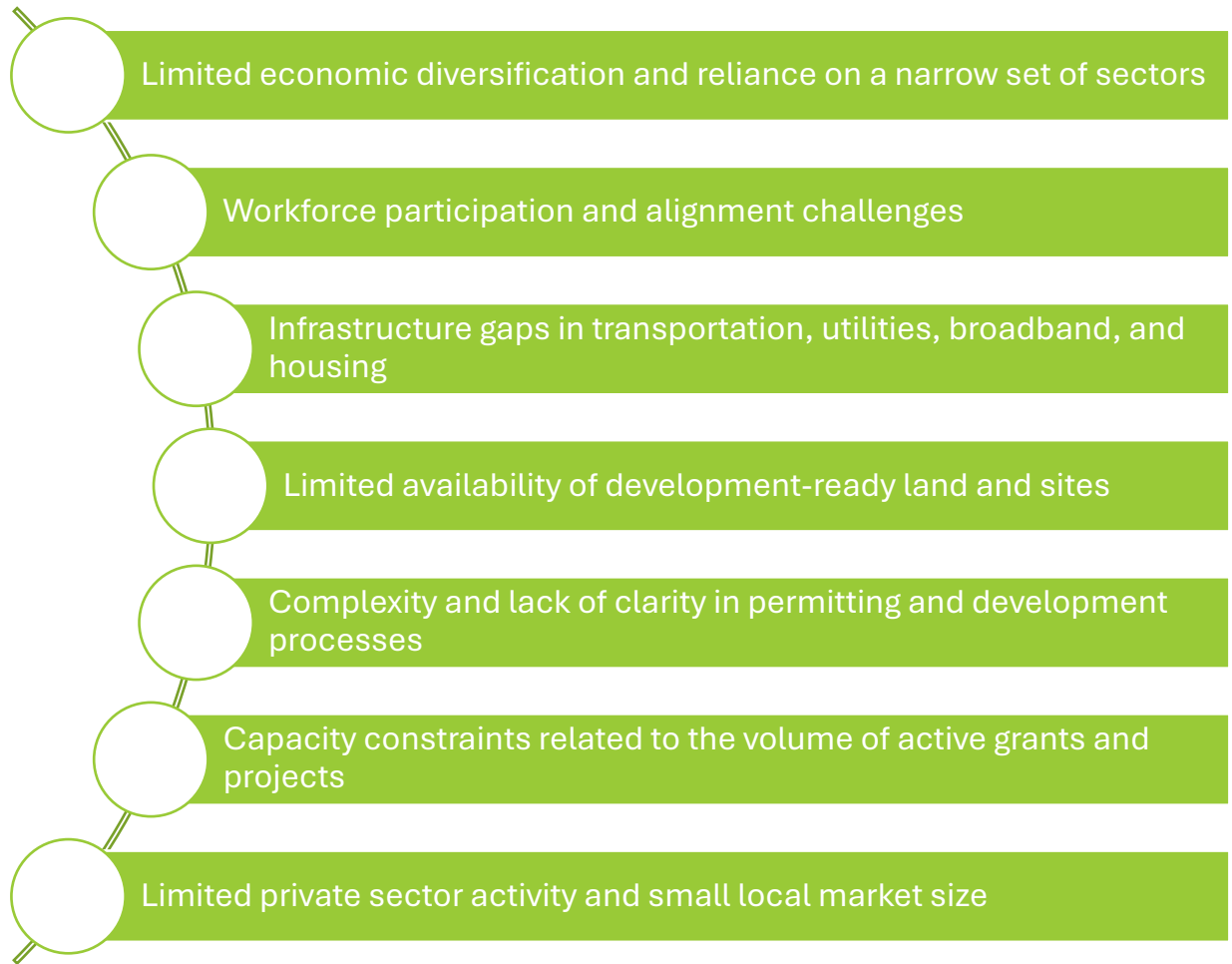
The following SWOT analysis summarizes key internal and external factors influencing economic development across the Colville Reservation. It is based on economic conditions, infrastructure and funding analysis, community input, and existing planning efforts.

This section is intended to provide a concise framework that reinforces the key issues and opportunities identified in this CEDS and supports the development of goals and strategies.

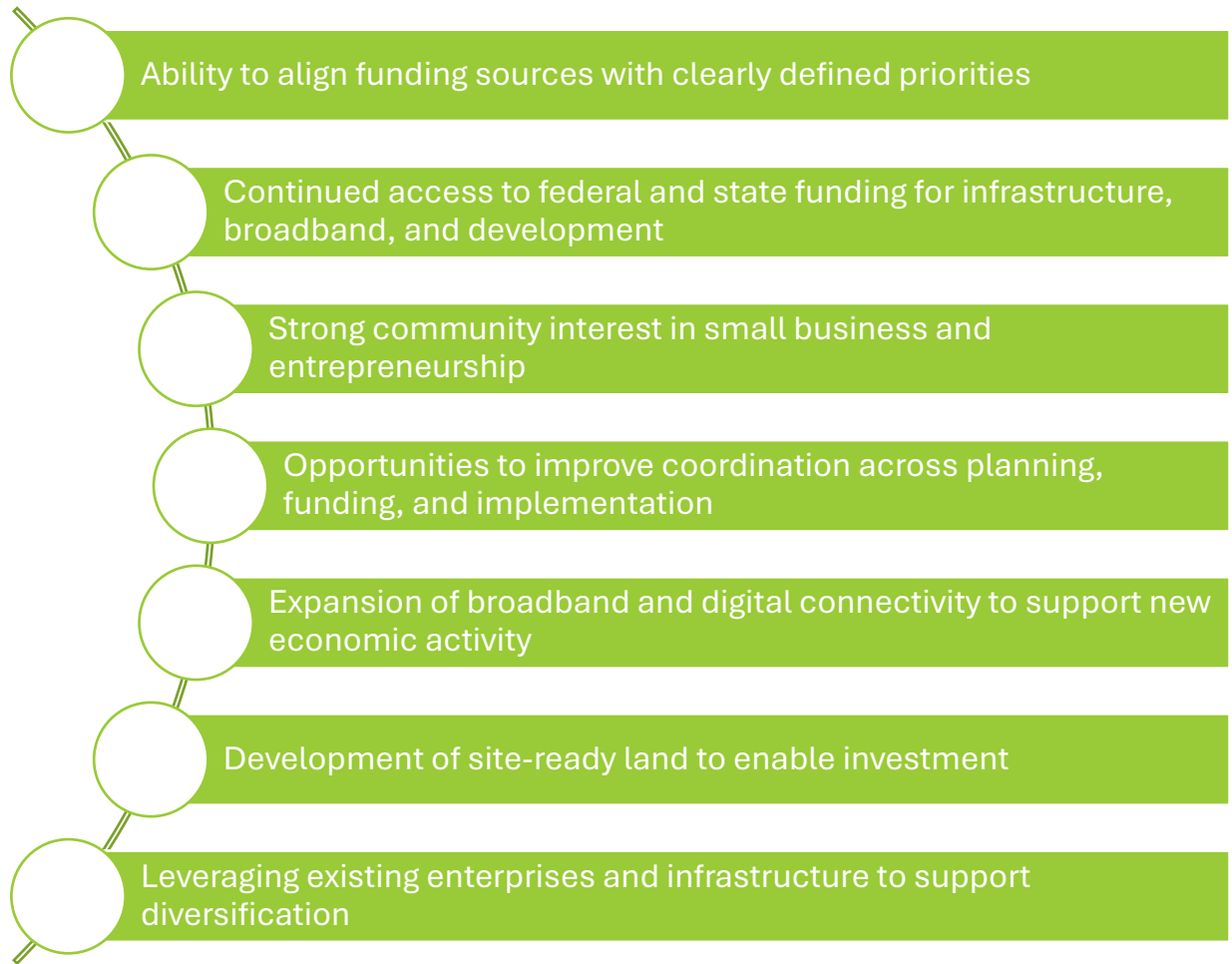
STRENGTHS



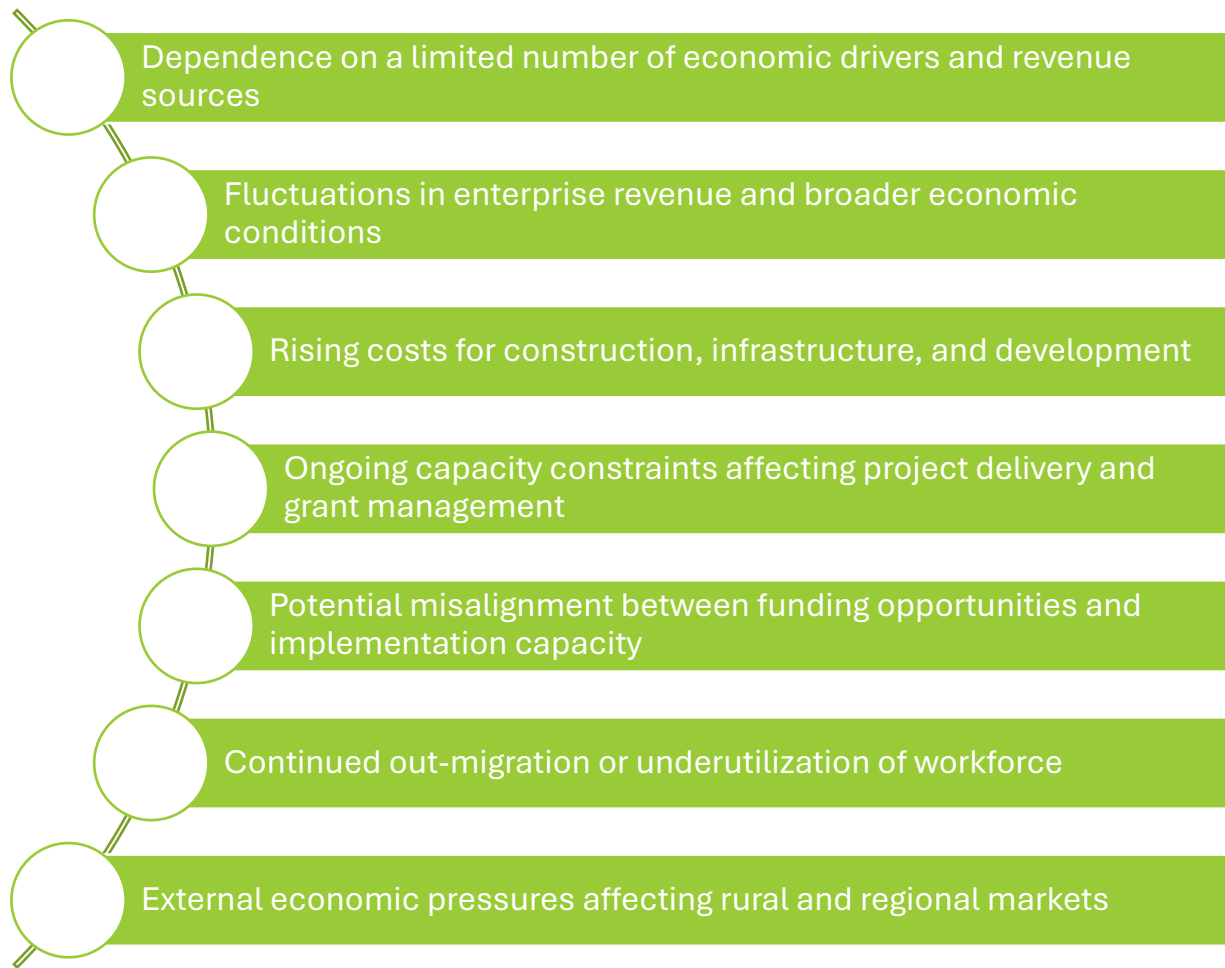
Weaknesses



Opportunities



Threats



Strategic Implications

The SWOT analysis highlights a system with a strong foundation but clear structural constraints. The Tribe has demonstrated capacity, access to funding, and a central role in the regional economy, but faces challenges related to infrastructure, workforce, system access, and implementation capacity.

The key takeaway is that economic development efforts must be focused, coordinated, and realistic.

Success will depend on:

- Aligning projects with available funding and capacity
- Addressing structural barriers to participation and development
- Leveraging existing strengths while expanding into new areas
- Improving coordination across systems and departments
- This reinforces the need for a disciplined approach that prioritizes achievable outcomes over broad or unfocused efforts.

Vision and Strategic Direction

Vision

The Colville Confederated Tribes will maintain and strengthen their role as a primary economic driver within the region while expanding access to economic opportunity for community members. Economic development efforts will focus on building a more balanced and resilient economy that supports local businesses, workforce participation, and long-term sustainability.

This vision emphasizes practical outcomes, including improved infrastructure, increased business activity, and stronger connections between community members and economic opportunities. Growth will be pursued in a manner that reflects local conditions, available resources, and the Tribe's capacity to successfully implement projects.

Strategic Direction

The strategic direction of this CEDS is based on a focused and coordinated approach to economic development. Rather than pursuing all possible opportunities, the emphasis is on aligning priorities, funding, and implementation capacity.

Key elements of this approach include:

Focus on Core Systems

Economic outcomes are shaped by a set of interconnected systems, including infrastructure, workforce, business development, and internal coordination. Strengthening these systems provides the foundation for long-term growth.

Prioritization of Achievable Projects

Not all identified needs can be addressed simultaneously. Projects will be prioritized based on readiness, impact, and alignment with available funding. This approach ensures that resources are directed toward efforts that can be successfully implemented.

Alignment of Funding and Strategy

Funding opportunities will be pursued based on alignment with identified priorities. This represents a shift from an opportunity-driven approach to a more strategic approach that focuses on outcomes rather than volume of funding.

Recognition of Capacity Constraints

Implementation capacity is a critical factor in economic development. The number of active projects and funding sources requires a disciplined approach to ensure that efforts remain manageable and effective.

Support for Local and Incremental Growth

Given the scale and characteristics of the local economy, economic development will focus on locally appropriate opportunities, including small business development, workforce participation, and targeted sector growth.

Improved Coordination and Access

Efforts will be made to improve coordination across departments and programs, as well as to increase clarity and accessibility for community members seeking to engage in economic activity.

Strategic Priorities

Based on this direction, the following priorities guide this CEDS:

- Strengthening infrastructure to support development
- Supporting small business and entrepreneurship
- Improving workforce participation and alignment
- Enhancing system clarity, coordination, and access

- Expanding economic resilience and diversification

These priorities reflect both community input and the practical realities of funding and implementation.

Summary

This vision and strategic direction reflect a shift toward a more focused, coordinated, and realistic approach to economic development. The emphasis is on strengthening core systems, improving alignment, and advancing projects that are achievable within existing capacity.

The goal is not to pursue all possible opportunities, but to ensure that the opportunities pursued lead to measurable and sustainable outcomes.

Goals, Objectives, and Strategies

The following goals, objectives, and strategies are based on economic conditions, infrastructure constraints, funding realities, and community input. They are designed to focus efforts on areas that are both impactful and achievable within existing capacity.

These goals align with the 2020–2040 Comprehensive Plan and translate long-term policy direction into actionable economic development priorities. The emphasis is on alignment, prioritization, and implementation.

Goal 1: Strengthen Core Infrastructure to Support Economic Activity

Alignment

Aligns with Comprehensive Plan elements related to transportation, capital facilities, utilities, and broadband.

Why This Matters

Infrastructure limitations are a primary constraint to economic development. Community input consistently identified roads, utilities, broadband, and site readiness as critical needs.

Objectives

- Improve reliability and capacity of transportation and utility systems
- Expand broadband access and connectivity
- Increase availability of development-ready sites
- Strategies
- Prioritize infrastructure investments that enable development
- Focus on projects that directly support business activity, housing, and service access.
- Align infrastructure planning with economic development priorities
- Coordinate Public Works, planning, and funding efforts to target high-impact areas.
- Expand broadband as essential infrastructure
- Support both residential access and business needs.

Key Actions

- Advance priority transportation projects through formula funding
- Identify and prepare development-ready sites with utilities and access
- Expand broadband infrastructure in underserved areas
- Align capital planning with economic development needs
- Expected Outcomes
- Reduced infrastructure-related barriers

- Increased development readiness
- Improved access to services and opportunity

Goal 2: Support Small Business Development and Local Entrepreneurship

Alignment

Aligns with Comprehensive Plan economic development and land use elements supporting local economic activity.

Why This Matters

There is clear community interest in entrepreneurship, but barriers such as access to capital, permitting complexity, and limited support systems restrict business development.

Objectives

- Increase the number of viable small businesses
- Reduce barriers to starting and operating a business
- Improve access to business support and resources

Strategies

- Support locally appropriate business development
- Focus on businesses that reflect local market conditions and demand.
- Improve access to startup resources and technical assistance
- Provide guidance on business planning, permitting, and operations.
- Reduce system barriers to business development
- Improve clarity and accessibility of processes affecting business activity.

Key Actions

- Expand small business support and technical assistance programs
- Provide guidance on permitting, licensing, and compliance
- Explore access to capital through grants, loans, and partnerships
- Identify opportunities to streamline development processes

Expected Outcomes

- Increased business formation and retention
- Improved business climate perception
- Greater participation in local economic activity

Goal 3: Improve Workforce Development and Participation

Alignment

Aligns with Comprehensive Plan elements related to housing, transportation, and community development.

Why This Matters

Workforce participation and alignment remain key constraints. Barriers to employment and training limit both individual opportunity and economic growth.

Objectives

- Increase workforce participation
- Improve alignment between workforce skills and job opportunities
- Expand access to training and education

Strategies

- Align workforce programs with local economic needs
- Focus on training that connects directly to available and emerging opportunities.
- Reduce barriers to workforce participation
- Address transportation, access, and support needs.
- Strengthen pathways between training and employment
- Improve coordination between education providers and employers.

Key Actions

- Expand workforce training programs tied to local industries
- Partner with educational institutions and training providers
- Support programs addressing transportation and access barriers
- Align workforce efforts with economic development priorities

Expected Outcomes

- Increased employment and workforce participation
- Improved alignment between skills and job opportunities
- Enhanced long-term economic stability

Goal 4: Improve System Clarity, Coordination, and Access

Alignment

Aligns with Comprehensive Plan findings related to permitting, development processes, and interdepartmental coordination.

Why This Matters

Community input indicates that many individuals do not understand or utilize Tribal permitting and development processes. System complexity creates barriers to participation and slows project delivery.

Objectives

- Improve clarity and accessibility of development processes
- Reduce barriers related to permitting and approvals
- Strengthen coordination across departments

Strategies

- Simplify and clarify development processes
- Ensure requirements are clearly communicated and consistently applied.
- Improve coordination across departments and programs
- Reduce fragmentation and improve efficiency.
- Increase transparency and communication
- Make it easier for community members and businesses to engage with Tribal systems.

Key Actions

- Review and streamline permitting and approval processes
- Develop clear guidance materials for development and business processes
- Improve coordination between planning, Public Works, and administrative functions
- Provide outreach and support to improve system navigation

Expected Outcomes

- Reduced confusion and delays
- Increased participation in development processes
- Improved efficiency and project delivery

Goal 5: Strengthen Economic Resilience and Diversification

Alignment

Aligns with Comprehensive Plan goals related to long-term sustainability and economic development.

Why This Matters

The Tribe's economy is supported by strong core systems but remains concentrated in a limited number of sectors. Diversification is necessary to improve long-term stability and resilience.

Objectives

- Expand the range of economic activity
- Reduce dependence on a limited number of revenue sources
- Support sustainable, locally appropriate growth

Strategies

- Build on existing economic strengths
- Leverage current enterprises, infrastructure, and regional position.
- Support targeted sector development
- Focus on areas that align with local capacity and market conditions.
- Align growth with long-term sustainability
- Ensure development efforts are realistic and maintainable.

Key Actions

- Support expansion of existing enterprises where appropriate

- Identify opportunities for new sectors aligned with local strengths
- Leverage infrastructure and funding to support diversification
- Align economic development efforts with regional opportunities

Expected Outcomes

- More balanced economic structure
- Reduced vulnerability to external changes
- Increased long-term sustainability

Priority Projects and Actions

Strategic Opportunities and Defined Projects

The CEDS distinguishes between strategic opportunities and defined projects.

Strategic opportunities identify sectors, activities, or development concepts that warrant continued evaluation. Examples may include recreation-based development, tourism, value-added agriculture, renewable energy, light manufacturing, small business development, and shared commercial space.

Defined projects have progressed further and generally have an identifiable location, facility concept, infrastructure need, feasibility analysis, funding pathway, or implementation strategy.

This distinction allows the Tribe to identify future economic opportunities without implying that every concept is immediately ready or authorized for implementation.

Flagship Economic Development Projects

The Colville Tribes maintain a much larger inventory of projects than can be described individually within the body of the CEDS.

The following projects illustrate several of the major economic development opportunities that have advanced through planning or feasibility work. Progress has been made in one of the districts, and CCT envisions a scenario where these successes occur reservation wide.

East Omak Business and Industrial Park

The East Omak area represents the Reservation's most developed industrial site-planning opportunity. Continued development should focus on phased site readiness, utilities, transportation access, site preparation, market development, and creation of buildable commercial and industrial properties.

Potential uses identified through planning include food processing and cold storage, transportation and warehousing, flex-industrial development, commercial development, and other employment-generating uses. The site-readiness analysis also recommends incremental improvements that can build momentum while larger infrastructure needs are addressed.

Work done during the previous CEDS planning period helped transform the site from a former mill site into a robust mixed-use site with a new clinic, mealsite, and Head Start facility.

Inchelium Makers Mart

The Inchelium Makers Mart represents a smaller-scale economic development model focused on entrepreneurship and locally generated economic activity. The concept includes approximately 6,000 square feet of shared commercial and production space for artisans and small businesses.

The concept responds to the difficulty small businesses face in obtaining affordable commercial space while creating an opportunity for local production, entrepreneurship, and business formation.

Inchelium Industrial Redevelopment

District planning also identifies redevelopment of an existing industrial area in Inchelium. The concept includes more than 35,000 square feet of additional light-industrial space while retaining part of the property for another community use.

This approach provides an opportunity for incremental industrial expansion appropriate to the scale and market conditions of the Inchelium District.

Keller Commercial and Business Development

Keller's smaller population and geographic isolation require projects scaled to local market conditions. Identified opportunities include flexible business space, small-scale light

manufacturing, recreation-related development, and redevelopment of existing commercial property.

The Keller commercial concept includes replacement of the existing facility near SR 21 and Cache Creek Road with an approximately 2,500-square-foot gas station and 3,000-square-foot restaurant.

Nespelem Industrial Development

District planning identifies a potential industrial development site of more than 45 acres near SR 155. The conceptual plan includes a new internal roadway and a potential 75,000-square-foot industrial building.

The site's proximity to the Tribal government center and Grand Coulee area provides a longer-term opportunity for industrial, manufacturing, or related development.

Nespelem Agency Flexspace

A separate concept near the Tribal government and health-care campus provides potential flexible development space. The conceptual plan includes two buildings totaling approximately 90,000 square feet that could accommodate multiple configurations and uses.

Recreation and Visitor Economy

Recreation represents a recurring economic opportunity throughout district planning. Potential investments include campgrounds, trails, lodging, RV facilities, visitor services, outdoor recreation businesses, and complementary commercial development.

These opportunities are particularly relevant in areas where large-scale industrial or commercial development may be less feasible but where natural and recreational assets can support smaller-scale economic activity. CCT Planning was very successful in this area of emphasis with the Parks & Recreation element of the Comprehensive Plan. Currently, CCT Planning is undertaking a separate effort to update this Plan, as every project identified in the previous Parks & Recreation Plan has been implemented.

Project Selection Criteria

The Tribe has substantially more identified needs and potential projects than can reasonably be implemented at one time.

Project selection therefore requires consideration of both strategic importance and practical feasibility.

Projects should generally be considered using the following factors:



Strategic Alignment--How its aligned with CEDS goals



Project Readiness--How much site prepwork is completed



Community Benefit--Potential Improvement to economic/community conditions



Economic Impact--Potential to improve employment/economic activity



Funding Alignment--Pathway to realistic funding financing



Implementation capacity--The ability to administer, manage, construct and operate



Leverage--Ability to attract additional resources (federal, state, regional, etc.)



Enabling Value--Makes other development possible. Can support future projects

These criteria are intended to support decision-making rather than establish a rigid scoring system. Tribal leadership retains authority to advance projects based on changing needs, opportunities, available resources, and policy considerations.

Project Stage and Time Horizon

Project priority and project readiness are related but distinct.

A high-priority project may require several years of planning and infrastructure development before implementation. A smaller project may be able to proceed immediately because planning and funding are already complete.

Projects should therefore be tracked according to both development stage and anticipated time horizon.

Development Stage

Concept	A need or opportunity has been identified but remains broadly defined.
Planning/Feasibility	Alternatives, market conditions, scope, location, cost or technical requirements are being evaluated.
Design/Predevelopment	Site control, engineering, design, env. Review, permitting, financing activities are underway
Funding	Funding has been identified, requested, awarded or assembled
Construction/Implementation	The project is being constructed or implemented
Operational or Complete	The project has entered operation or otherwise reached completion

Time Horizon

Near-Term 0-1 Year	Projects that are funded, substantially ready, or capable of advancing quickly
Medium- Term 1-3 Years	Projects requiring additional planning, design, funding, or coordination
Long-term 3+ Years	Larger projects requiring substantial infrastructure, financing, feasibility work or market development

This structure allows the Tribe to maintain important long-term projects within the CEDS while continuing to advance projects that are currently ready for implementation.

Implementation Approach

Implementation of priority projects will require coordination across departments, including Planning, Public Works, housing programs, and administrative functions.

The Planning Department will play a central role in coordinating project development, aligning funding efforts, and tracking progress. However, successful implementation depends on collaboration across all involved departments and programs.

Regular coordination and tracking will be necessary to ensure that projects remain aligned with priorities and are advanced in a timely manner.

Summary

The priority projects identified in this CEDS reflect a focused and realistic approach to economic development. By emphasizing alignment, readiness, and capacity, this plan is intended to improve the effectiveness of project delivery and ensure that available resources are used strategically.

This approach builds on the Tribe's demonstrated ability to implement complex projects while introducing a more disciplined framework for prioritization and execution.

Implementation Framework

Managing the Project Portfolio

Implementation of the CEDS requires management of a portfolio of projects rather than pursuit of individual funding opportunities in isolation.

At any given time, projects should exist at different stages of development. Some projects may be under construction while others are undergoing engineering, feasibility analysis, funding development, or early-stage planning.

Keeping projects at different stages helps ensure the Tribe has projects ready when appropriate funding opportunities become available.

This approach also recognizes organizational limitations. The Tribe currently administers a substantial number of grants, programs, and capital projects across multiple departments. Securing funding does not automatically create the staff capacity needed to implement every project simultaneously.

Project management should therefore include:

- Maintaining an updated project inventory
- Tracking the development stage of major projects
- Identifying the next action necessary to advance each project

- Tracking funding applications and awards
- Identifying dependencies between projects
- Monitoring administrative and staff capacity
- Identifying projects approaching grant readiness
- Closing out or removing completed and obsolete projects

The objective is not to maximize the number of projects underway at any given time. The objective is to maintain a manageable pipeline in which priority projects continue moving toward implementation.

Annual Project Review

The CEDS should function as a working planning document rather than a static project list.

CCT Planning should coordinate a periodic review of the project inventory with departments, Administration, Tribal enterprises, and other appropriate entities.

The review should include updates to project status, identification of newly emerging projects, removal of completed or obsolete projects, identification of projects approaching funding readiness, review of upcoming grant opportunities, and consideration of organizational capacity.

Major changes in project priorities should continue to be directed by Tribal leadership.

This process allows the overall strategic direction of the CEDS to remain stable while the implementation program changes as projects advance and new opportunities emerge.

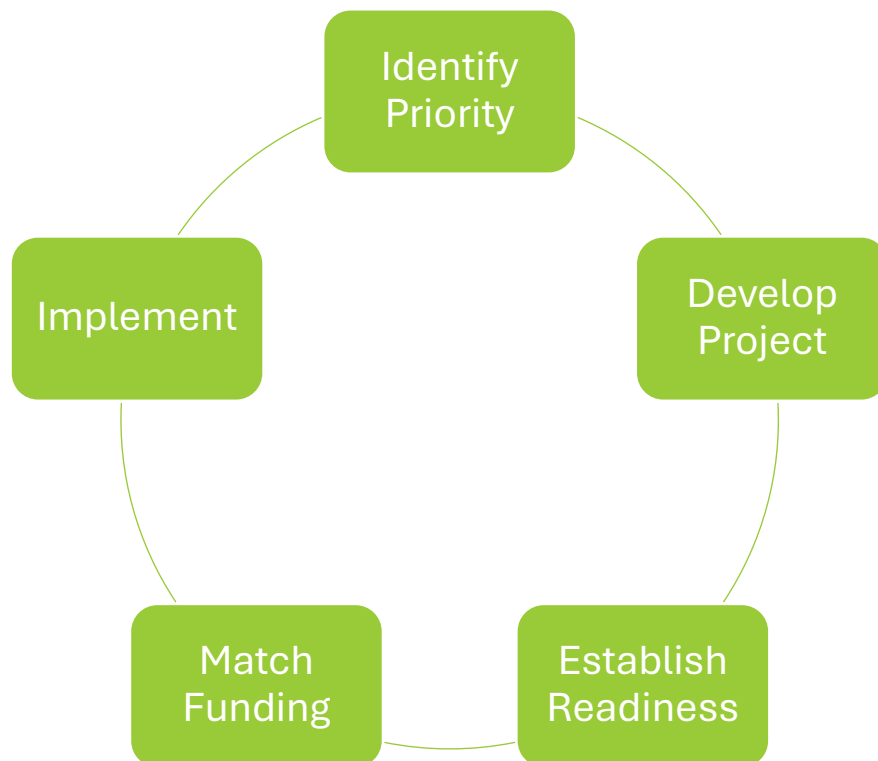
Funding and Resource Strategy

Funding Follows Project Development

The Tribe's ability to obtain competitive funding has created significant opportunities for infrastructure and economic development. However, the availability of a grant does not necessarily mean that pursuing the grant represents the best use of Tribal resources.

A central principle of this CEDS is that funding should support identified Tribal priorities rather than funding opportunities independently determining Tribal priorities.

The preferred progression is:



Maintaining a developed project pipeline improves the Tribe's ability to respond when appropriate funding becomes available. Rather than developing a project from the beginning in response to a short grant deadline, the Tribe can draw from projects that have already progressed through planning, feasibility, engineering, or other predevelopment activities.

This approach also reduces the likelihood of pursuing projects that lack sufficient organizational capacity, long-term operating resources, or connection to broader Tribal priorities.

Matching Funding to Project Stage

Different funding sources serve different functions within the project-development process.

Core Tribal Funding	Provides flexibility and can support feasibility analysis, preliminary engineering, site control, matching requirements, planning, and other activities that may be difficult to fund externally.
Federal Formula Funding	Provides a more predictable funding base for transportation, housing, and other recurring infrastructure and service needs.
Competitive Grants	Can provide substantial resources for infrastructure, broadband, facilities, economic development, site readiness, and community projects.
Enterprise/Private Financing	May be appropriate for projects with identifiable revenue streams or commercial development potential.
Regional & Partnership Funding	Can support technical assistance, planning, smaller capital projects, and leverage for larger funding requests.

The funding strategy should therefore consider both whether funding is available and whether the funding source is appropriate for the project's current stage and long-term implementation requirements.

Performance Measures and Monitoring

Project Pipeline and Implementation Measures

Traditional economic indicators such as employment, business activity, income, infrastructure investment, and grant funding remain important measures of economic conditions.

However, implementation of the CEDS should also be evaluated by whether identified projects are actually moving toward completion.

Project pipeline measures may include:

- *Projects advancing from concept into planning or feasibility*
- *Projects completing feasibility studies*
- *Projects entering engineering or design*
- *Projects achieving funding readiness*
- *Funding secured for identified priority projects*
- *Projects entering construction or implementation*
- *Projects completed*

- *Development-ready commercial or industrial sites created*
- *Infrastructure improvements completed*
- *Projects delayed by infrastructure, funding, staffing, or administrative constraints*
- *These measures provide a practical way to evaluate implementation over time.*

Successful economic development planning is not measured solely by the number of plans produced or grant applications submitted. Progress is demonstrated when projects move through the development pipeline and ultimately result in infrastructure, facilities, businesses, services, employment, and other tangible improvements.

Plan Maintenance and Updates

This CEDS is intended to function as a living document that supports ongoing economic development efforts. While it establishes priorities for the 2026-2029 period, conditions, funding opportunities, and project readiness are expected to evolve over time.

As a result, updates to project lists, priorities, and implementation approaches may occur as part of regular planning and coordination activities. These updates will ensure that the document remains relevant and responsive to current conditions.

The Planning Department will be responsible for maintaining the CEDS, including:

- Updating priority project lists as conditions change
- Aligning funding opportunities with identified priorities
- Coordinating with departments and programs on implementation
- Incorporating new information from community input and planning efforts

Formal updates to the CEDS may occur at the end of the planning period or as needed to reflect significant changes in conditions or priorities.

Ongoing Use of the CEDS

This CEDS is intended to be actively used to guide decision-making, rather than serving as a standalone report.

The document should be used to:

- Inform project prioritization and resource allocation
- Support grant applications and funding efforts
- Coordinate activities across departments and programs
- Communicate priorities to leadership, partners, and funding agencies

Consistent use of the CEDS will improve alignment between planning, funding, and implementation, and support more effective outcomes over time.

Conclusion

The Colville Confederated Tribes have established a strong foundation for economic development through government operations, enterprise activity, and infrastructure investment. This CEDS builds on that foundation by providing a more focused and coordinated approach to advancing economic development priorities.

The plan reflects a clear understanding of both opportunities and constraints. While funding and development opportunities are available, success depends on alignment among priorities, capacity, and implementation.

Moving forward, the emphasis is on execution. By focusing on priority projects, aligning funding with strategic goals, and improving coordination across systems, the Tribe can continue to strengthen its role as a regional economic driver while expanding access to economic opportunity for community members.

The value of this CEDS will ultimately be determined by its use. When applied consistently, it provides a practical framework for guiding economic development efforts and achieving measurable results.

Appendices

Appendix A: Data and Economic Analysis

Placeholder

Appendix B: Community Survey Results

Placeholder

Appendix C: District Engagement Summaries

Placeholder: will flesh out after district meetings

Appendix D: Project Inventory

The CEDS project inventory provides a consolidated record of major projects and economic development opportunities identified through Tribal planning and decision-making processes.

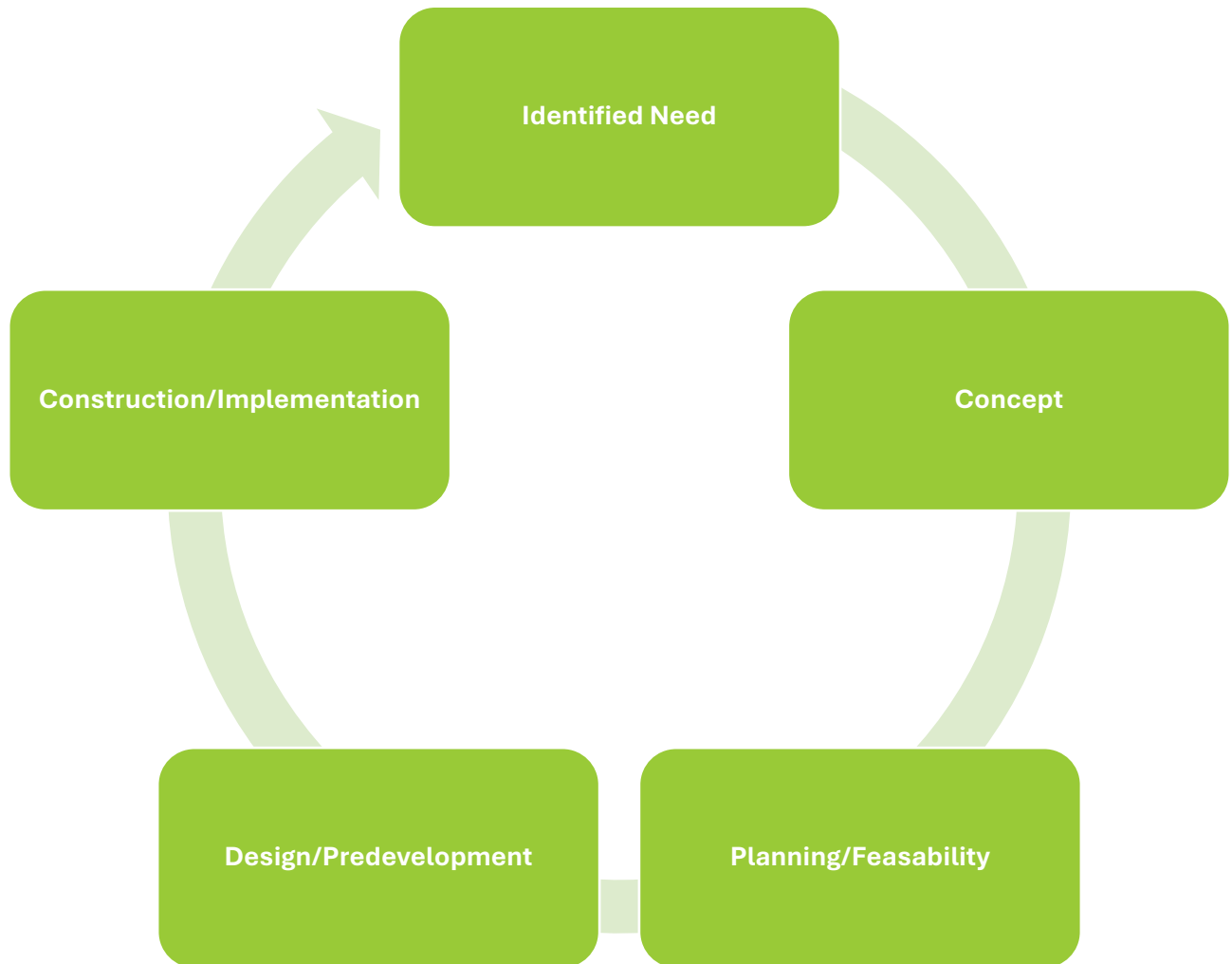
Projects included in this inventory originate from multiple sources, including Tribal Business Council and Administration priorities, the Comprehensive Plan, district master plans, feasibility and site-readiness studies, departmental planning, infrastructure assessments, community engagement, and other Tribal initiatives.

The inventory is intended to function as a working project pipeline rather than a fixed capital improvement program. Projects are included at different stages of development, ranging from early concepts and feasibility studies to projects that have progressed into design, funding, construction, or implementation.

Inclusion within this appendix does not constitute project authorization, guarantee funding, establish a binding implementation schedule, or supersede Tribal Business Council budgeting and decision-making authority. Instead, the inventory provides a common framework for tracking projects, identifying implementation needs, coordinating funding opportunities, and documenting the relationship between Tribal planning and project development.

Project Pipeline

Projects generally move through a series of development stages:



Movement through this process is not always linear. Projects may advance when funding becomes available, remain in planning while infrastructure or market conditions develop, or return to an earlier stage when project scope or conditions change.

For purposes of this inventory, projects may generally be classified as follows:

Concept	A need or opportunity has been identified, but the project remains broadly defined.
Planning/Feasibility	Project scope, location, market conditions, costs, infrastructure requirements, or alternatives are being evaluated.
Design/Predevelopment	Engineering, design, environmental review, site control, permitting, financing, or other pre-construction activities are underway.
Funding	Funding has been identified, requested, awarded, or assembled.
Construction/Implementation	The project is actively being constructed or implemented.
Operational/Complete	The project has entered operation or otherwise reached completion.

Tribal Leadership and Major Organizational Priorities

Tribal leadership maintains priorities that include major economic development, community facilities, housing, health, recreation, enterprise, and infrastructure investments.

These projects represent an important component of the CEDS project pipeline.

Projects identified through current leadership and organizational planning include:

Project	General Purpose	Development Considerations
<i>Tribal Housing Development</i>	Increase Housing Availability and address housing shortages	Financing, infrastructure, site development, construction capacity
<i>Wellness Center</i>	Community Health and Wellness Facility	Financing, Design, Construction, Long-term operations
<i>Convalescence/Health Facility</i>	Expand health and care services	Facility Planning, financing, staffing and operations
<i>Lake Chelan Development</i>	Tribal economic and property development	Market analysis, development concept, financing

<i>Golf course development/master planning</i>	Recreation tourism and economic development	Master Planning, market feasibility, capital investment
<i>Coulee House</i>	Property redevelopment/economic opportunity	Feasibility, use determination, capital investment
<i>Munitions Manufacturing</i>	Economic diversification and manufacturing	Feasibility, market development, site selection, infrastructure
<i>Meat Processing/Packing</i>	Food production and economic diversification	Feasibility, market demand, regulatory requirements, infrastructure

The status of these projects may change more frequently than the CEDS itself. Detailed schedules, funding information, and internal project status should therefore continue to be maintained through the Tribe's project-management and leadership-priority processes.

Omak District Project Pipeline

The Omak District contains the Reservation's most significant concentration of existing commercial activity and the most developed opportunity for larger-scale industrial development.

Planning for the East Omak area has progressed through master planning, market analysis, transportation analysis, utility analysis, and site-readiness work. The updated master plan identifies approximately 67 acres for a Business and Industrial Park, including approximately 54 net acres of industrial parcels and areas for commercial and future industrial expansion.

East Omak Business and Industrial Park
Project Type: Industrial / Commercial Development
Development Stage: Planning / Predevelopment
Time Horizon: Medium- to Long-Term

The East Omak Business and Industrial Park represents one of the Tribe's primary opportunities to create development-ready industrial land. Potential uses identified through previous planning include food processing, cold storage, warehousing, transportation-related businesses, light manufacturing, flex-industrial development, and complementary commercial activity.

Future development will require coordinated investment in site infrastructure and should occur incrementally as market demand, infrastructure capacity, tenants, and funding allow.

East Omak Transportation and Access Improvements	
Project Type: Infrastructure / Site Readiness	
Development Stage: Planning / Predevelopment	

Transportation improvements are necessary to improve site access and support future industrial development. Potential improvements include internal circulation, connections to the regional transportation system, freight access, and rail-related improvements.

The Site Readiness Report specifically identified development of a new rail crossing at the Tribal Trails Truck Stop as a potential early action.

East Omak Water and Wastewater Improvements	
Project Type: Infrastructure / Site Readiness	
Development Stage: Planning / Feasibility	

Water and wastewater capacity represent significant considerations for future industrial development.

Wastewater alternatives evaluated through site-readiness work range considerably in scale and cost depending on the level of development and treatment required. The analysis recommends additional technical investigation before final system design and identifies phased collection-system improvements as development occurs.

East Omak Electrical and Utility Capacity
Project Type: Infrastructure / Site Readiness
Development Stage: Planning

Future industrial recruitment will require sufficient electrical and utility capacity. Infrastructure requirements will vary substantially by industry, making coordination between business recruitment and utility planning important.

Flex-Industrial / Light Industrial Development
Project Type: Economic Development
Development Stage: Planning

Smaller flex-industrial development represents a potential early implementation opportunity because it can be constructed incrementally and expanded as demand increases.

The Site Readiness Report identifies incremental flex/light-industrial development as a potential "quick win" capable of demonstrating progress while larger site improvements continue.

Site Marketing and Business Recruitment
Project Type: Economic Development / Business Recruitment
Development Stage: Ongoing

Site-readiness planning recommends development of coordinated marketing materials, a site prospectus, targeted industry recruitment, and improved coordination among Tribal entities and regional economic development partners.

Inchelium District Project Pipeline

Economic development opportunities in Inchelium are generally smaller in scale and reflect local population, infrastructure, market conditions, and geographic isolation.

Inchelium Makers Mart
Project Type: Small Business / Entrepreneurship
Development Stage: Planning
Time Horizon: Medium-Term

The Makers Mart concept includes approximately 6,000 square feet of shared commercial and production space intended to support artisans, entrepreneurs, and small businesses. The identified site is Tribal land with utilities available, and preliminary development costs were estimated at approximately \$1.7 million to \$2.0 million.

The project could provide affordable business space while supporting locally generated economic activity and entrepreneurship.

Inchelium Industrial Redevelopment
Project Type: Light Industrial / Economic Development
Development Stage: Planning
Time Horizon: Medium-Term

District planning identifies redevelopment of an existing industrial area to provide additional light-industrial and production space.

The concept includes more than 35,000 square feet of additional light-industrial space in three buildings while retaining part of the site for another community use.

Recreation and Visitor Economy
Project Type: Tourism / Recreation

Development Stage: Opportunity / Concept
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Lake Roosevelt and surrounding natural resources provide opportunities for recreation-oriented economic activity, including camping, trails, visitor services, outdoor recreation, and complementary small businesses.

These opportunities should continue to be evaluated based on market demand, community priorities, infrastructure, and potential partnerships.

Keller District Project Pipeline

Keller's small population, distance from major markets, and infrastructure conditions favor economic development projects scaled to local demand and regional recreation opportunities.

Keller Business Flexspace
Project Type: Small Business / Commercial
Development Stage: Planning
Time Horizon: Medium-Term

Flexible business space could provide facilities for entrepreneurs, service providers, small businesses, and other uses that do not require large individual commercial facilities.

Keller Light Manufacturing
Project Type: Light Industrial
Development Stage: Planning / Concept
Time Horizon: Medium- to Long-Term

District planning identifies potential for limited light-manufacturing development appropriate to local infrastructure and workforce conditions.

Development should be incremental and tied to identifiable businesses or market opportunities rather than speculative large-scale industrial construction.

Keller Gas Station and Restaurant Redevelopment
Project Type: Commercial Development
Development Stage: Planning
Time Horizon: Medium-Term

The district master plan identifies redevelopment of the existing commercial site near SR 21 and Cache Creek Road.

The concept includes an approximately 2,500-square-foot gas station and a 3,000-square-foot restaurant.

The project would improve locally available commercial services while also serving travelers through the district.

Recreation and Tourism Development
Project Type: Tourism / Recreation
Development Stage: Strategic Opportunity

District planning identifies recreation as an important potential component of Keller's future economy. Opportunities may include camping, trails, Lake Roosevelt access, outdoor recreation, visitor services, and businesses serving recreational users.

Nespelem District Project Pipeline

Nespelem serves as the primary Tribal government and institutional center. The concentration of Tribal employment, health services, government facilities, utilities, and transportation access creates opportunities for additional commercial, industrial, and service development.

Nespelem Industrial Development Site
Project Type: Industrial Development
Development Stage: Planning / Concept

Time Horizon: Long-Term

The district master plan identifies a potential industrial development site of more than 45 acres near SR 155. The conceptual plan includes an internal roadway and potential 75,000-square-foot industrial building.

The site provides a longer-term opportunity for manufacturing, production, warehousing, or other employment-generating uses.

Nespelem Agency Flexspace
Project Type: Commercial / Office / Flex Industrial
Development Stage: Planning
Time Horizon: Medium-Term

A potential flex-space development near the Lucy F. Covington Government Center and Tribal health facilities could capitalize on the concentration of employment and services within the Agency area.

The conceptual plan includes two buildings totaling approximately 90,000 square feet and could accommodate multiple configurations and tenants.

Gateway Development
Project Type: Commercial / Community Development
Development Stage: Concept

Gateway development has been identified for additional consideration within the Nespelem area. Additional planning will be required to determine the appropriate location, scale, market, and mix of uses.

Grand Coulee / Visitor Economy Opportunities
Project Type: Tourism / Commercial
Development Stage: Strategic Opportunity

The proximity of Nespelem to Grand Coulee Dam creates opportunities to capture a portion of existing regional visitor activity.

District planning identifies potential visitor-oriented development, including a full-service short-stay RV facility.

Future opportunities may include lodging, recreation, food service, retail, cultural tourism, and other visitor-serving activities.

Reservation-Wide Projects and Strategic Opportunities

Not all projects can be assigned to an individual district. A number of Reservation-wide investments directly affect economic development by improving the systems necessary to support residents, businesses, employees, and future development.

Broadband and Telecommunications

Continued expansion of broadband and telecommunications infrastructure remains important for households, businesses, education, health services, government operations, and remote employment.

Transportation Infrastructure

Roadway condition, access, freight movement, community connectivity, and the substantial distances between Reservation communities directly influence development potential. Transportation investments should continue to be coordinated with economic development and community priorities.

Housing

Housing availability directly affects workforce recruitment and retention and the ability of communities to accommodate population and economic growth.

Housing should therefore be considered an economic development issue as well as a community need.

Water and Wastewater Infrastructure

Development potential is frequently determined by the availability and capacity of water and wastewater systems. Infrastructure investment should be coordinated with areas where future housing, commercial, industrial, or community development is anticipated.

Energy and Utility Reliability

Reliable and sufficient energy infrastructure is necessary for businesses, households, government operations, and future industrial development.

Workforce Development

Workforce development should increasingly be connected to actual employment and business-development opportunities.

The East Omak analysis, for example, notes that the existing workforce may be well positioned for food processing and manufacturing but that additional training may be necessary to attract more specialized industries.

Small Business and Entrepreneurship

Small business development remains particularly important in communities where population and market conditions are unlikely to support major employers.

Potential strategies include technical assistance, shared commercial space, flexible business facilities, access to financing, procurement opportunities, and assistance navigating Tribal development and licensing processes.

Recreation and Tourism

The Reservation's land base, Lake Roosevelt, cultural resources, outdoor recreation opportunities, and proximity to regional visitor destinations create opportunities for additional visitor-related economic activity.

Development should be scaled to individual community conditions and coordinated with natural-resource, cultural-resource, infrastructure, and community priorities.

Maintaining the Project Inventory

The project inventory should be updated periodically as projects advance and new needs or opportunities emerge.

At a minimum, the Tribe should track:

Field	Purpose
Project Name	Identifies the project
District / Location	Identifies where benefits or development occur
Source	Council priority, Comp Plan, master plan, department, community input, etc.
Project Type	Infrastructure, commercial, industrial, housing, recreation, etc.
Development Stage	Identifies project readiness
CEDS Goal Alignment	Connects the project to strategy
Lead Entity	Identifies primary responsibility
Funding Status	Unfunded, pursuing funding, partially funded, funded
Time Horizon	Near-, medium-, or long-term
Next Action	Identifies what must occur to advance the project

Maintaining this information allows the Tribe to identify projects approaching funding readiness, match projects with appropriate grant opportunities, understand workload and capacity requirements, and provide leadership with a clearer picture of the overall development pipeline.

The inventory should remain flexible. Projects may be added, removed, combined, modified, or reprioritized as Tribal priorities and economic conditions change.

Relationship to CEDS Implementation

The project inventory represents the point where the broader CEDS strategy is translated into action.

Economic conditions, community input, infrastructure analysis, and long-range planning identify why investment is necessary. Goals and strategies identify what the Tribe seeks to accomplish. The project pipeline identifies how those objectives can be converted into specific actions and investments.

The purpose of maintaining the inventory is therefore not to produce the largest possible list of projects. It is to maintain a sufficient pipeline of well-developed projects so that priority investments can move toward implementation as organizational capacity, funding, partnerships, and other conditions allow.

Appendix E: Funding Programs and Sources

Implementation of the CEDS will rely on multiple funding sources. No single program is expected to fund the full range of projects identified in the plan. Projects may require a combination of Tribal resources, federal formula funds, competitive grants, state programs, financing, and partnerships.

Funding programs change over time, and individual projects may be eligible for multiple sources. The programs below represent the primary funding avenues likely to support economic development, infrastructure, housing, transportation, broadband, workforce, and community development projects identified through the CEDS.

Agency/Source	Program/Funding Area	Potential Uses
U.S. Economic Development Administration (EDA)	Public Works and Economic Adjustment Assistance	Economic development infrastructure, site development, utilities, business facilities, planning, and projects supporting job creation and private investment
EDA	Planning and Technical Assistance	CEDS implementation, feasibility studies, economic analysis, project development, and technical assistance
U.S. Department of Agriculture – Rural Development (USDA-RD)	Community Facilities	Public facilities, equipment, community facilities, public safety facilities, and essential rural services
USDA-RD	Water and Waste Disposal	Drinking water, wastewater, sewer, solid waste, and related infrastructure
USDA-RD	Rural Business Development	Business development, technical assistance, feasibility work, business facilities, and rural economic development

U.S. Department of Housing and Urban Development (HUD)	Indian Housing Block Grant (IHBG)	Housing development, rehabilitation, infrastructure, housing services, and related activities
HUD	Indian Community Development Block Grant (ICDBG)	Community facilities, infrastructure, housing, and economic development activities
Bureau of Indian Affairs (BIA)	Tribal Transportation Program (TTP)	Tribal roads, bridges, transportation planning, safety improvements, and related transportation infrastructure
BIA	Tribal economic development and energy programs	Feasibility studies, economic development planning, energy development, business planning, and technical assistance
U.S. Department of Transportation (USDOT)	Competitive Transportation Programs	Road, bridge, safety, multimodal, and major transportation infrastructure projects
Federal Highway Administration (FHWA)	Tribal and Federal Transportation Programs	Transportation planning, roadway improvements, bridges, safety, and transportation infrastructure
National Telecommunications and Information Administration (NTIA)	Broadband Programs	Middle-mile and last-mile broadband infrastructure, network expansion, planning, and digital connectivity
Federal Communications Commission (FCC)	Broadband and Universal Service Programs	Broadband deployment and telecommunications services in underserved areas
U.S. Department of Energy (DOE)	Tribal Energy Programs	Renewable energy, energy efficiency, energy planning, resilience, and Tribal energy development
Environmental Protection Agency (EPA)	Drinking Water and Clean Water Programs	Water, wastewater, environmental infrastructure, and system improvements
EPA	Brownfields Programs	Environmental assessment, cleanup, planning, and redevelopment of contaminated properties
EPA	Solid Waste and Environmental Programs	Solid waste planning, recycling, waste reduction, environmental protection, and related infrastructure
Federal Emergency Management Agency (FEMA)	Hazard Mitigation Programs	Infrastructure resilience, hazard mitigation, wildfire mitigation, and protection of critical facilities

U.S. Department of the Interior (DOI)	Tribal and Natural Resource Programs	Natural resource management, climate resilience, restoration, water, and related infrastructure
Administration for Native Americans (ANA)	Social and Economic Development Strategies	Community-based economic development, organizational capacity, workforce, language, and social development projects
U.S. Department of Labor (DOL)	Workforce Development Programs	Employment services, workforce training, apprenticeships, and skills development
Washington State Department of Commerce	Community and Economic Development Programs	Planning, infrastructure, economic development, broadband, energy, and community facilities
Washington State Public Works Board	Infrastructure Programs	Drinking water, wastewater, roads, bridges, broadband, and other public infrastructure where Tribal eligibility applies
Washington State Recreation and Conservation Office (RCO)	Recreation and Conservation Programs	Parks, trails, outdoor recreation facilities, habitat, and recreation planning
Washington State Department of Transportation (WSDOT)	Transportation Grants and Partnerships	Transportation planning, safety, multimodal improvements, and regional transportation projects where eligible
Washington State Department of Ecology	Water, Wastewater, Solid Waste and Environmental Programs	Water quality, wastewater, solid waste, recycling, cleanup, and environmental infrastructure
Washington State Department of Health (DOH)	Drinking Water Programs	Drinking water systems, system improvements, planning, and public health infrastructure
Tribal Enterprise Revenue	Internal Tribal Funding	Project development, match requirements, planning, design, construction, operations, and projects not eligible for external funding
Indirect Cost and Tribal Government Resources	Internal Tribal Funding	Planning, administration, project development, grant match, staffing, and implementation capacity
Private Financing and Partnerships	Loans, Equity, Partnerships and Other Financing	Enterprise development, commercial projects, housing, energy, infrastructure, and projects capable of generating revenue

Funding Approach

Funding sources should be selected based on the characteristics and readiness of individual projects rather than the availability of a particular grant opportunity. Prioritize funding opportunities that advance projects already identified through the CEDS, Comprehensive Plan, master planning efforts, Tribal Council priorities, and departmental capital planning.

Larger projects may require multiple funding sources. Tribal resources can be used for feasibility studies, preliminary engineering, environmental review, design, site preparation, or required match to position projects for subsequent federal or state investment. Formula funding can provide a predictable base for transportation, housing, and other infrastructure programs, while competitive funding can be directed toward projects with sufficient readiness and implementation capacity. This is consistent with the funding approach already established in the CEDS.

Funding opportunities should therefore be evaluated based on project alignment, eligibility, readiness, match requirements, administrative requirements, and the Tribe's capacity to successfully implement and manage the award. Not every available funding opportunity needs to be pursued. The objective is to use available funding strategically to advance identified Tribal priorities and completed projects.

Appendix F: Alignment with Comprehensive Plan

The 2020–2040 Comprehensive Plan provides the Tribe’s long-term framework for land use, transportation, housing, economic development, capital facilities, utilities, and community development. The CEDS builds on this framework by translating long-term policy direction into economic development priorities, projects, funding strategies, and implementation actions.

The two documents are intended to function together rather than duplicate one another.

The Comprehensive Plan establishes the broader direction for growth and development across the Reservation, while the CEDS focuses more specifically on implementation, project development, funding, and economic outcomes.

Detailed analysis contained in the Comprehensive Plan and supporting plans is incorporated by reference where appropriate.

The Comprehensive Plan specifically supports concentrating development within existing areas through mixed-use and infill development, accommodating small-scale and cottage industries consistent with the rural character of the Reservation, supporting recreational and tourism uses, and maintaining natural-resource-based industries. These long-term policies provide an important foundation for the economic development strategies and projects identified through the CEDS.

The relationship between the plans can therefore be viewed as a progression from long-range policy to implementation. The Comprehensive Plan identifies where the Tribe wants to go and the systems necessary to support future growth. The CEDS identifies economic priorities, develops projects, aligns those projects with funding, and establishes a framework for moving them toward implementation. This approach also addresses the coordination challenges identified through previous planning efforts by more deliberately connecting planning, funding, and project delivery.

Projects identified through the CEDS should continue to be evaluated for consistency with applicable Comprehensive Plan elements and other adopted Tribal plans. Likewise, future updates to the Comprehensive Plan can incorporate information generated through CEDS implementation, master planning, feasibility studies, community engagement, and completed projects. This creates an ongoing planning cycle in which long-range policy informs project development and implementation experience informs future planning.

Appendix G: Acronyms and Definitions

- CCT – Confederated Tribes of the Colville Reservation: The federally recognized Tribal government of the Colville Indian Reservation.
- CEDS – Comprehensive Economic Development Strategy: Strategic planning document that evaluates economic conditions, establishes economic development goals and priorities, identifies projects, and guides investment and implementation.
- EDA – U.S. Economic Development Administration: Federal agency within the U.S. Department of Commerce that provides economic development planning, technical assistance, infrastructure, and project funding.
- EDD – Economic Development District: Regional organization designated by EDA to coordinate economic development planning and implementation.
- GRP – Gross Regional Product: Total value added by economic activity occurring within a defined regional economy.
- HUD – U.S. Department of Housing and Urban Development: Federal agency responsible for housing and community development programs, including programs serving Tribal communities.
- IMPLAN – Impact Analysis for Planning: Economic modeling system used to estimate direct, indirect, and induced economic effects associated with industries, employment, organizations, projects, and expenditures.
- NAHASDA – Native American Housing Assistance and Self-Determination Act: Federal law establishing the primary framework for federal housing assistance to federally recognized Tribes and Tribally Designated Housing Entities.
- NCWEDD – North Central Washington Economic Development District: Regional Economic Development District serving north-central Washington and one of the regional economic development organizations in which the Tribe participates.
- OCEA – Okanogan County Economic Alliance: Regional economic development organization serving Okanogan County and supporting economic development coordination, business development, and related activities.
- SNAP – Supplemental Nutrition Assistance Program: Federal program providing nutrition assistance to eligible low-income households.
- SWOT – Strengths, Weaknesses, Opportunities, and Threats: Strategic planning framework used to evaluate internal strengths and weaknesses and external opportunities and threats.
- TEDD – Tri County Economic Development District: Regional Economic Development District serving northeastern Washington and one of the regional economic development organizations in which the Tribe participates.
- TTP – Tribal Transportation Program: Federal program providing transportation funding to Tribes for eligible planning, construction, maintenance, and improvement activities.
- USDA – U.S. Department of Agriculture: Federal agency administering rural development, utilities, housing, business, natural-resource, and other programs relevant to rural and Tribal communities.

- **Capital Improvement:** Major investment in infrastructure, facilities, utilities, transportation systems, or other long-lived physical assets.
- **Competitive Grant:** Funding awarded through an application and selection process in which eligible applicants compete for a limited amount of available funding.
- **Comprehensive Plan:** Long-range planning document establishing policies and direction for land use, transportation, housing, infrastructure, economic development, community development, and related issues.
- **Defined Project:** Economic development opportunity that has progressed sufficiently to have an identifiable scope, location, facility or infrastructure concept, feasibility analysis, or implementation pathway.
- **Direct Economic Effect:** Economic activity directly attributable to an organization, project, industry, or expenditure.
- **Economic Diversification:** Expansion of economic activity across a broader range of industries, enterprises, businesses, and revenue sources to improve long-term economic resilience.
- **Economic Impact:** Effect of an organization, project, investment, or activity on employment, income, business activity, economic output, or other measures of economic activity.
- **Economic Output:** Total value of economic transactions associated with an activity, including direct activity and additional activity generated through indirect and induced effects.
- **Enabling Infrastructure:** Infrastructure improvements that make subsequent development possible, including roads, water, wastewater, electrical service, broadband, and other supporting systems.
- **Enterprise Revenue:** Revenue generated through Tribal commercial enterprises and business activities.
- **Feasibility Study:** Analysis used to determine whether a proposed project is technically, financially, operationally, or economically practical.
- **Federal Formula Funding:** Federal funding distributed according to statutory or administrative formulas rather than through a competitive application process.
- **Indirect Cost Recovery:** Recovery of administrative and organizational costs associated with carrying out federally funded and other eligible programs.
- **Indirect Economic Effect:** Economic activity generated through purchases of goods and services by businesses or organizations directly affected by an initial expenditure.
- **Induced Economic Effect:** Economic activity generated when employees and others receiving income from direct and indirect activity spend their earnings within the economy.
- **Infrastructure:** Physical systems necessary to support communities and economic activity, including transportation, water, wastewater, utilities, broadband, telecommunications, and related facilities.
- **Leverage:** Ability to use existing funding, investment, planning, infrastructure, or other resources to attract or enable additional resources and investment.

- **Market Analysis:** Evaluation of demand, population, income, competing businesses, industries, workforce, location, and other factors affecting the viability of a proposed economic activity.
- **Multiplier Effect:** Additional economic activity generated as an initial expenditure circulates through the economy through indirect and induced effects.
- **Predevelopment:** Activities undertaken before construction or implementation, including feasibility analysis, site control, environmental review, engineering, design, permitting, financing, and infrastructure planning.
- **Project Pipeline:** Collection of projects at different stages of development that can be progressively advanced from identification and planning through funding, implementation, and operation.
- **Project Readiness:** Degree to which a project has completed the planning, site control, feasibility, infrastructure, engineering, permitting, financing, or other steps necessary to proceed toward implementation.
- **Site Control:** Legal authority or sufficient property interest to use a particular site for a proposed project.
- **Site Readiness:** Extent to which a site has the land status, infrastructure, access, utilities, planning, environmental review, and other conditions necessary to accommodate development.
- **Strategic Opportunity:** Economic sector, activity, market, or development concept that warrants continued evaluation but has not necessarily advanced into a defined project.
- **Technical Assistance:** Specialized planning, engineering, financial, administrative, business-development, or other professional assistance provided to support project or program development.
- **Value Added:** Economic value created through an activity after accounting for the cost of intermediate goods and services.
- **Workforce Development:** Programs and investments intended to improve workforce participation, education, training, skills, employment opportunities, and alignment between workers and available jobs.
- **Concept:** Development stage in which a need or opportunity has been identified but remains broadly defined.
- **Planning / Feasibility:** Development stage in which project scope, location, alternatives, market conditions, costs, infrastructure requirements, and technical feasibility are evaluated.
- **Design / Predevelopment:** Development stage involving engineering, design, environmental review, site control, permitting, financing, and other preparation for implementation.
- **Funding:** Development stage in which funding has been identified, requested, awarded, or assembled.
- **Construction / Implementation:** Development stage in which a physical project is being constructed or a program or activity is being implemented.

- Operational / Complete: Development stage in which a project has entered operation or otherwise reached completion.
- Near-Term: Projects that are funded, substantially ready, or capable of advancing within approximately 0–1 year.
- Medium-Term: Projects generally requiring 1–3 years of additional planning, design, funding, or coordination.
- Long-Term: Projects generally requiring more than three years due to substantial infrastructure, financing, feasibility, or market-development requirements.