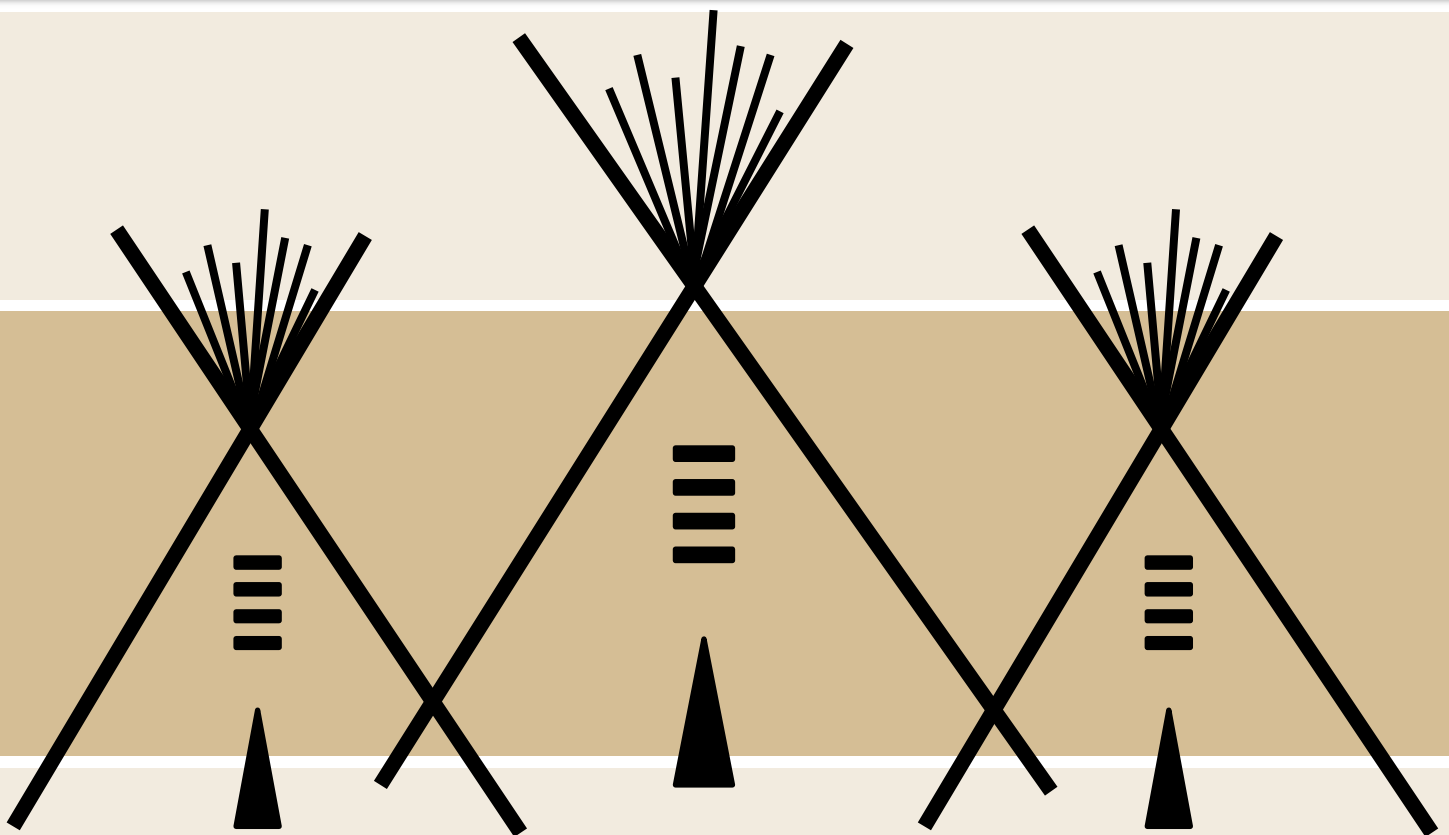




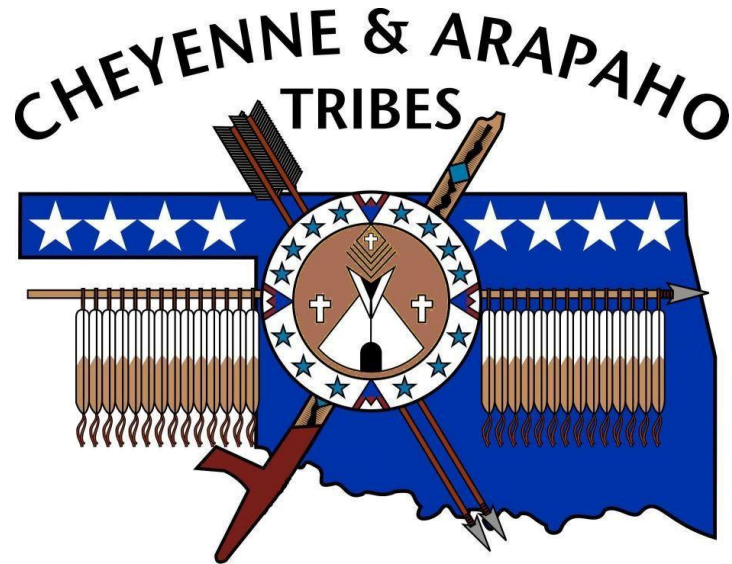
# Cheyenne and Arapaho Tribes

## 2011-2016 Comprehensive Economic Development Strategy (CEDS) Five-Year Plan

*A Plan by the Tsistsistas & Linónóéí*



Row-of-Lodges



*A Plan by the Tsistsistas & Hinónóéí*  
2011 - 2016 Comprehensive Economic  
Development Strategy (CEDS)  
Five (5) Year Plan

**Completed May 25, 2011**

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*DISCLAIMER: This investment was accomplished by the Cheyenne & Arapaho Tribes of Oklahoma through the Economic Development Administration's (EDA) Economic Adjustment Program, Investment No. 08-06-04423. The statements, findings, conclusions, recommendations and other data in this report are solely those of the Cheyenne & Arapaho Tribes of Oklahoma, and do not necessarily reflect the views of the EDA.*

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## Executive Summary

The CEDS Planning Team is pleased to present the first long-term economic development plan for the Cheyenne and Arapaho Tribes. The Comprehensive Economic Development Strategy (CEDS) is a five-year economic plan to help guide the Tribes to formulate the economic development framework necessary to create a sustainable tribal economy. The CEDS will also serve as the basis for the Tribe's grant applications and funding requests to the U.S. Department of Commerce. The CEDS Plan is a requirement of the U.S. Department of Commerce, Economic Development Administration (EDA) to become eligible for public works grants and economic development assistance from EDA.

In the fall of 2009, the Cheyenne and Arapaho Tribes (Tribes) received a grant from the U.S. EDA to develop a Comprehensive Economic Development Strategy (CEDS) Plan for the tribal government. In early 2010, the Tribes appointed a CEDS Strategy Committee and designated the Cheyenne and Arapaho Planning & Development Office to work together to develop the CEDS. In the spring of 2011, the Cheyenne and Arapaho CEDS Plan was completed with the following components utilizing a community-based planning approach:

- *Detailed analysis of the local economy<sup>1</sup>*
- *CEDS Vision Statement for long-term economic development*
- *CEDS Action Plan for achieving desired results*
- *Process for evaluating progress towards meeting CEDS goals and objectives and*
- *List of proposed CEDS projects.*

The CEDS Plan highlights the strengths, weaknesses, opportunities, and challenges of the tribal economy and provides a defined set of goals and objectives, and a plan of action for implementation. The CEDS is organized in seven (7) sections:

- **Section One:** Background/Tribal Economy

- **Section Two:** Analysis of Problems & Opportunities (SWOT)
- **Section Three:** CEDS Goals & Objectives
- **Section Four:** Community & Private Sector Participation
- **Section Five:** Strategic Projects, Programs & Activities
- **Section Six:** CEDS Plan of Action
- **Section Seven:** Performance Measures.

## Highlights of the CEDS

### *Tribal Economy*

The Cheyenne and Arapaho Tribes play a significant role in the western Oklahoma regional economy. The tribal economy is primarily driven by the gaming/casino industry, retail trade, tribal government activity, and contributions to local charitable organizations. In 2007, the Tribes had an estimated \$88 million in expenditures from tribal programs and business enterprise spending, which created a net economic impact of \$245.4 million direct dollars spent within the local economy and generated approximately 2300 jobs in State.

The Cheyenne and Arapaho Tribes have the potential to impact the national and global economies through the renewable energy industry and oil and gas industry sectors. The Tribes own a considerable amount of natural resources in wind and solar energy, oil and gas resources, and other minerals on tribal lands. The Tribes own approximately 10,484 acres of land in trust status and 67,939 acres of individual allotted trust lands. Approximately 90% of tribally-owned lands are vacant undeveloped properties utilized for agricultural purposes.

Existing physical infrastructure systems on tribal lands used for economic purposes are in great need of new and/or upgraded systems, as most of the infrastructure was originally built by the federal government during the early establishment of the Cheyenne and Arapaho tribal reserves between the late 1800s to the 1960s. Major infrastructure needs are:

<sup>1</sup> NOTE: At the time of this study, the 2010 U.S. Census was conducted nationwide. Tallied results from the 2010 U.S. Census were not available

- Water and Wastewater/Sewer Treatment Facilities
- New Water Lines
- Electric Power
- Natural Gas Power
- Wind Power Distribution Systems
- Telecommunications.

### ***Tribal Population***

In 2010, the tribal enrollment department reported a total of 12,430 tribal members on the tribal rolls. Approximately 38% of tribal members reside in the nine-county service area which comprises the tribal jurisdiction. The average age of tribal members is 30 years. Tribal population statistics show that 56% are working age adults and 31% are youth who reside in the tribal jurisdiction. Unemployment rates for the Cheyenne and Arapaho Tribes have been significantly higher than the general population in the region. In 2005, the BIA reported a 70% unemployment rate among the Cheyenne and Arapaho Tribes. Approximately 24% of tribal members were employed, but were living below national poverty guidelines.

### ***Tribal Communities and Economic Distress***

The findings of the analysis of the tribal economy identified three counties with higher tribal populations that experience more economic distress than other areas within the tribal jurisdiction. The three counties are: Blaine, Custer, and Roger Mills. These specific Counties experience higher levels of economic distress in the areas of shortage of housing, low income rates, high poverty rates, high unemployment, and the need for local jobs for tribal members. These counties are characterized as rural in nature, creating challenging economic conditions for tribal members and local residents. This has resulted in the out-migration of the tribal population who seek employment in larger populated areas.

### ***Community Support for CEDS***

The CEDS Planning Team received six (6) letters of support from Tribal Leadership and other economic development organizations in the region. These organizations conveyed their support for the Cheyenne and Arapaho CEDS Plan as a valuable tool for decision-making and economic development project planning.

### ***Plan of Action***

The CEDS Action Plan was developed with specific strategies to help address the economic problems of the Cheyenne and Arapaho tribal communities in the tribal jurisdiction. It is the desire of the Tribes to support economic development initiatives that will have long-term results for future generations to come. Therefore, the CEDS Planning Team presents the 2011-2016 CEDS Plan - a plan by the Tsistsistas & Hinónóéí.



## CEDS Introduction

A Comprehensive Economic Development Strategy (CEDS) is the result of a local planning process designed to guide the economic growth of an area. The CEDS Plan is required to qualify for Economic Development Administration (EDA) assistance under its public works, economic adjustment, and most planning programs.<sup>2</sup>

This CEDS Plan (Plan) consists of an analysis of local economic conditions, identification of problems and opportunities, a defined vision and goals of the community, strategies to accomplish the goals and objectives, and implementation of the Plan. The CEDS Plan will lead to the formulation and implementation of a program that creates higher-skill, higher-wage jobs, raises income levels, diversifies the economy, and improves the quality of life, while protecting the environment. The process incorporates a logical approach to long-range development while identifying and implementing short-term problem solutions to achieve early results and maintain momentum and public support. The Cheyenne and Arapaho Tribes (Tribes) CEDS Plan was developed in compliance with the EDA Regulations 13 C.F.R. Part 303 Section 303.6, and Section 303.7 as follows:

### Required CEDS Procedures

- ☑ *Appoint a Strategy Committee*
- ☑ *Develop and submit to EDA a CEDS that complies with 13 C.F.R. Section 303.7*
- ☑ *Make a new or revised CEDS available for review and comment by the public for a period of at least thirty (30) days prior to submission of the CEDS to EDA*
- ☑ *Submit to EDA an updated CEDS performance report annually. The performance report, in addition to the reporting progress on CEDS implementation, should also discuss community and private sector participation in the CEDS effort. Any performance report that results in a change in the technical*

*components of the EDA-approved CEDS must be available for review and comment by the public for a period of at least thirty (30) days prior to submission of the performance report to EDA*

- ☑ *Submit a new CEDS to EDA at least every five (5) years, unless EDA or the Cheyenne and Arapaho Tribes determine that a new CEDS is required earlier due to changed circumstances.*

### Planning Staff and CEDS Strategy Committee

A tribal CEDS Strategy Committee was established in early 2010, to oversee the development of the CEDS. The Tribes Planning & Development Office was designated to administer the CEDS process in collaboration with the CEDS Strategy Committee, the tribal Economic Development Office, and community stakeholders.

The CEDS Strategy Committee is comprised of over 15 individuals representing a broad range of interests within the Cheyenne and Arapaho tribal government, including representatives of the Cheyenne and Arapaho Tribal College (CATC), the Education Department, Workforce Development Office, the Economic Development Office, the Roads Construction (Transportation) Department, Tribal Housing Authority, and Land Management Office.

### CEDS Planning Process

The CEDS Planning Team began the CEDS planning process, vision statement development, goals and objectives development, data collection tasks, and community outreach activities in the spring of 2010. The planning process was subsequently completed in the fall of 2010, after the conclusion of four main community public meeting forums.

After the planning process was completed, a draft document was developed outlining the tribal economy, population, geography, workforce, transportation, natural resources, and major industries within the tribal jurisdiction. In addition

<sup>2</sup> Note: Public Law 105-393, the Economic Development Administration Reform Act of 1998 (the Act) (42 U.S.C. § 3121, et seq.), a comprehensive amendment of the Public Works and Economic Development Act of 1965, as amended, requires a strategy to qualify for assistance under most EDA programs.

to these sections, the following components were developed for the CEDS:

- *The CEDS Action Plan, Performance Measures, and a prioritized list of economic development projects were developed based on the CEDS vision statement, and goals and objectives.*
- *The CEDS Action Plan analyzed the strengths; weaknesses, opportunities, and threats (SWOT) of the tribal economy.*
- *Economic (industry) clusters were identified within the tribal jurisdiction.*
- *CEDS vision statement, and goals and objectives were developed with input from tribal community members who reside within the tribal jurisdiction, together with the tribal staff, and the CEDS Strategy Committee.*
- *A CEDS community survey was completed at the Annual Tribal Council Meeting on October 2, 2010, resulting in an overwhelming response rate. The results from this survey revealed valuable insight to aid in developing a unified community vision, and economic development needs assessment.*
- *Individual interviews were conducted with key tribal staff, stakeholders, and outside economic development agencies in the region.*

## About the Data

The Cheyenne and Arapaho CEDS Plan data and statistics were collected from various national, state, and local sources. All data and information contained in the CEDS Plan is for informational purposes only. Although the CEDS is believed to be accurate at the time of printing, the Cheyenne and Arapaho Tribes and the members of the CEDS Planning Team do not warrant the CEDS to be error free. The Cheyenne and Arapaho Tribes provides the CEDS on an “as is basis.”

## History of the Cheyenne and Arapaho

The Cheyenne and Arapaho Tribes are two separate American Indian Tribes federally recognized as one Tribe for governance. While the two Tribes operate as one governmental unit, each Tribe maintains its own distinct culture, traditions, and language. The tribal constitution mandates eligible tribal members to possess at least  $\frac{1}{4}$  Cheyenne or Arapaho blood or a combination of the two.

The Cheyenne and the Arapaho are of Algonquin Linguistic stock representing the western most groups of the large Algonquin family that spread pre-historically over the northern and eastern woodlands of the territory that became the United States. The earliest known history of the Cheyenne and the Arapaho placed the Cheyenne along the east bank of the Mississippi River in what is now southeastern Minnesota. The Arapaho were located east of the headwaters of the Mississippi River bordering the western bank of Lake Superior in Minnesota. Both were sedentary tribes living in permanent bark or earth covered huts. They hunted some and farmed crops of corn, beans and squash.

The next move was westward with both Tribes settling along the headwaters of the Missouri River in what is now the state of North Dakota. Soon after, in the 1700s the Tribes moved to the Black Hills of South Dakota. During all this time, and up until the late 1700s, the Tribes used dogs to pull their travois. In 1796, the Sioux Tribes acquired horses and soon after the Cheyenne and Arapaho began using horses as their primary means of transporting. Thus ended one era and the era of the Plains Indians began. Around this time, in the early 1800s, the smallpox epidemic took its deadly toll on the Tribes, hitting the Cheyenne Tribe especially hard. Almost one-half of the Cheyenne succumbed to the deadly disease.

In 1835, the once mighty Tribes of the Cheyenne and Arapaho further reduced their aggregate numbers by separating into two groups. The main

body stayed in the high North Country, while the rest chose to settle along the Arkansas River in Colorado. Today these bands are known as the Southern Cheyenne and Arapaho. The separation became final when the two Tribes ceded all their interests in the land claims in Nebraska, Kansas, Colorado, and Wyoming in 1851 at Ft. Wise, Kansas.

The dates of November 28, 1864 and November 27, 1868 identify the times in history when the Cheyenne and Arapaho were subjected to the bloodiest massacres and unspeakable atrocities ever committed in American History on unsuspecting villages. The attacks began when the inhabitants were sleeping and when most of their warriors were absent from the camps. November 28, 1864 is the date of the Sand Creek Massacre and November 27, 1868 is the date of the Washita Massacre where the great peace chief Black Kettle was slain as he wrapped himself in the U.S. Flag and held a white flag of truce. In 1890, the Jerome Agreement divided up the reservation into public lands, and effectively dismantled the Cheyenne and Arapaho reservation.

## Tribal Government Structure

The Cheyenne and the Arapaho Tribes always had a hierarchy that governed their people. Among the Cheyenne Tribe there were ten bands with each band selecting four (4) chiefs. Four additional chiefs were selected from among all the bands. This was known as the Council of forty-four. There were headsmen whose numbers varied based on recommendations from the Chiefs. The Headmen made the decisions and presented them to the Council of Chiefs, who rarely went against the decisions and plans of the Headmen. The Arapaho had four or five bands with each band having five chiefs who made the decisions as a group if it involved the safety and wellness of their members. Traditional law existed in both Tribes and was carried out befittingly or as necessary. This governmental status extended into the twentieth century.

In 1937, the Cheyenne and Arapaho Tribes adopted their first constitution under the auspices of the

Oklahoma Indian Welfare Act, also known as the Thomas-Rogers, of 1936. A constitutional revision was approved in 1975 and this document served the Tribes until 2006. In 2006, a secretarial election was held and the voters registered at the time, approved the new constitution. This new governing document provides for three branches of government: The Executive, The Legislative, and the Judicial.

The new constitution now requires a Tribal Legislature to enact an annual budget by law, which includes an appropriation of operating funds for the branches of government. The annual budget includes all revenue and funds controlled by the Tribes, which includes gaming revenue, and all funds received by the Tribes from all other sources. The Tribes operate on a fiscal year of January 1 to December 31.<sup>3</sup>

## Tribal Jurisdiction

The Cheyenne and Arapaho Oklahoma land base consists of tribal trust lands and individual allotted lands as described in the Executive Order of 1869, and areas within the Tribal Districts described in Article VI of the Cheyenne and Arapaho 2006 Tribal Constitution. These lands collectively make up the tribal jurisdiction or the former reservation boundary in western Oklahoma. Tribal lands encompass Dewey, Custer, Washita, Roger Mills, and Blaine, Canadian, Kingfisher, Beckham, and Ellis counties, totaling approximately 8,996 square miles of land in western Oklahoma, just north of Interstate 40, and west of the Texas state line. Figure 1a and 1b show maps of the Cheyenne and Arapaho Tribe's tribal jurisdiction in western Oklahoma, tribal communities, and the location of tribal reserves (tribal trust lands).

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<sup>3</sup> Source: Cheyenne & Arapaho Tribes Planning & Development Office, 2010

**Figure1a - Tribal Jurisdiction in Oklahoma (Source: ODOT)**

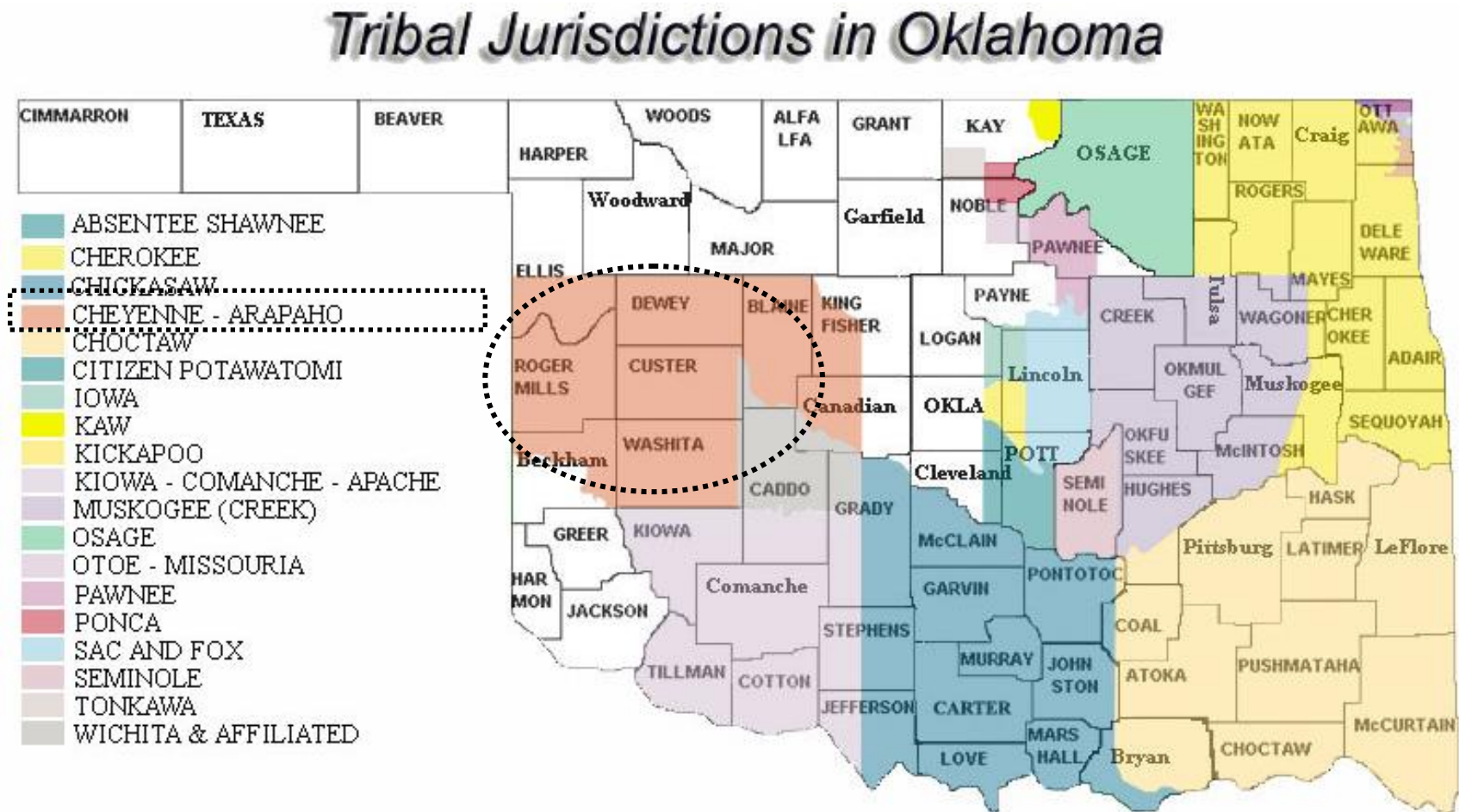
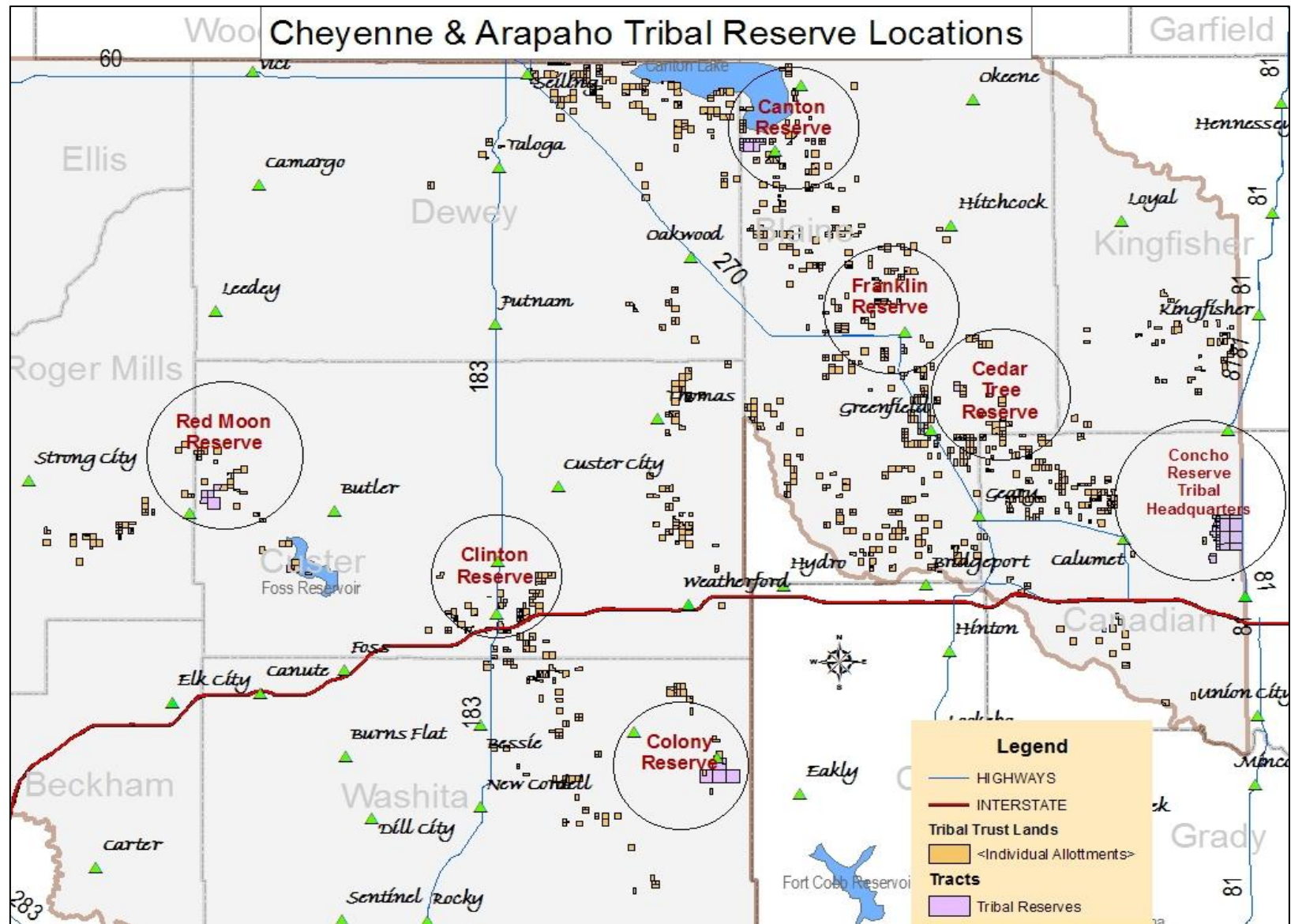




Figure1b -Tribal Communities and Tribal Reserve locations



# History of Economic Development in Oklahoma

## Tribal Economic Development

Early economic development in the State of Oklahoma began with the initial settlement of the Five Civilized Tribes in the nineteenth century in the southeast portion of Oklahoma (or Indian Territory). The Five Civilized Tribes (*Cherokee, Chickasaw, Choctaw, Muscogee (Creek) and Seminole Tribes*) were divided between tribal members who adopted the dominant white culture's modern economic and political systems prior to Removal and the other tribal members, who did not wish to become part of the modern sector. The result was a dual economy. White settlement began to occur in Oklahoma during this time as well.

From the Civil War until the land run in 1889, the western portion of Indian Territory (or western Oklahoma) became home to other American Indian Tribes from the plains and western United States, which included the Southern Cheyenne and Arapaho People. The Cheyenne and Arapaho were removed from Colorado after the Sand Creek Massacre and placed on a reservation in western Oklahoma. Initially, the Cheyenne and Arapaho continued to practice their traditional activities of hunting and living off the land and did not become part of the modern economy in Oklahoma.

As settlement patterns developed in the eastern region of Oklahoma, rapid economic activity took place with railroad construction, timber and coal mining, and the mass immigration of white settlers. Eventually, the demand for land by the white settlers prompted political pressure to develop new policies for obtaining property rights in land for white settlement in eastern and western Oklahoma.

White settlement in western Oklahoma stemmed from land runs and lotteries, and by court order between the years 1889 and 1906, following the Organic Act of 1890. Western Oklahoma was mainly settled by migrants from the Midwest, who

obtained homesteads and town sites, creating farms and ranches, and new local governments.

Eastern Oklahoma was settled by non-Indians from the South, while tribal governments from the Five Civilized Tribes continued to collectively hold large amounts of land in this area. White settlement property ownership in eastern and western Oklahoma became easier with the establishment of the Indian allotment Act (Dawes Act) of 1887. After the allotment act passed, eastern Oklahoma property rights were obtained through legal and, at times unethical business practices by white settlers.

Through federal land policies, such as the Indian Allotment Act (Dawes Act) of 1887, and the 1890 Jerome Agreement, the Cheyenne and Arapaho lost a large percentage of their original land base in western Oklahoma. Today, the Tribes own approximately 10,484 acres of land in tribal trust status.

As Oklahoma grew to statehood in 1907, the Cheyenne and Arapaho Tribes, along with other Indian Tribes in the State, were influenced by significant economic forces such as the Great Depression of the 1930s, World War II, the Farm economy in the 1950s, a declining agriculture sector from 1930 to 1960, expanded manufacturing activity in the 1960s and 1970s, and Oklahoma's oil industry boom from 1970s onward.<sup>4</sup>

The dichotomy of tribal economic patterns of eastern and western Oklahoma is still prevalent today. Tribal gaming has become the leading industry sector for tribal governments in Oklahoma. Figure 2 shows a comparison chart of differences between Eastern and Western Tribes in modern times.

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<sup>4</sup> Oklahoma Historical Society. Encyclopedia of Oklahoma History and Culture, Article Entitled: Oklahoma Economy. <http://digital.library.okstate.edu>

Figure 2 - Differences between Eastern and Western Tribes in Oklahoma.

Differences Between Eastern and Western Tribes in Oklahoma (East and West of Interstate 35)	
Eastern Civilized Tribes (Differences)	Western Tribes (Differences)
Tribes have smaller land bases located in densely populated areas of the State.	Tribes have larger land bases with tribal trust lands located in vast, widely spread areas in the State.
Entered the gaming industry in 1980s	Entered the gaming industry recently in the 1990s
Tribal membership blood quantum requirements are based on descendency, creating a higher number of eligible tribal members with lower Indian blood lineage (larger tribal membership).	Tribal membership based on $\frac{1}{4}$ blood quantum requirements, creating a lower number of eligible tribal members (smaller tribal membership).
Ameliorated their economies with various business ventures and access to capital. Thrive on gaming business enterprises with hotel/resort establishments.	Have slowly advanced their tribal economies with gaming revenues, oil and gas revenue, and farming and ranch activities.
Some eastern tribes do not pay per capita dividend payments to tribal members on tribal business profits; instead they invest profits back into their tribal enterprises.	Payout per capita dividend payments to tribal members for oil and gas, and farming lease revenue, and gaming revenues.



**Lucky Star Casino - Concho**



**Lucky Star Casino - Clinton**



## Cheyenne and Arapaho Tribes SECTION ONE – BACKGROUND/TRIBAL ECONOMY

**Concho Smoke Shop**



**Tribal Event Center - Concho**



**Feather Warrior Casino - Watonga**



**Feather Warrior Casino - Canton**



## Background

### Tribal Economy

Cheyenne and Arapaho Tribal business enterprises generate millions of dollars in direct, indirect and induced spending on the state of Oklahoma. The tribal economy is primarily driven by the gaming/casino industry, retail trade, and tribal government activity. In addition, the Tribes also contribute charitable donations to local communities in the region, and play a significant role in the overall economic base in western Oklahoma.

The Tribes completed an economic Impact Study in 2008 to determine the economic impacts on the Oklahoma economy and within the tribal jurisdiction. The Report findings showed 2007 estimated expenditures for tribal programs and businesses exceeded \$88 million, creating a substantial net impact of \$245.4 million in direct dollars spent within the local economy. Additionally, the Tribes economic activity provided over 2300 jobs in Oklahoma. The economic impacts are more prevalent in the nine counties located within the tribal jurisdiction. When the net economic impacts were considered at the county level (not including the entire State of Oklahoma), the report indicated that the region captured a larger share of the Tribes economic activity, therefore, benefiting greater as a region. Highlights of the Cheyenne and Arapaho tribal economy are:

#### Impacts on Oklahoma

- *The tribal administration was responsible for a total net economic impact of \$85.4 million and the creation of over 900 jobs within the State of Oklahoma.*
- *Tribal Casino enterprises contributed a total of \$100.8 million in total net impacts on the Oklahoma economy, including the creation of over 1000 jobs.*
- *Tribal Smoke shops created a total net economic impact of \$5.3 million and 58 new jobs.*

#### Impacts on the Region

- *The tribal economy (includes the federal, state, and tribal administration inputs, and business enterprises, per capita distribution, and allotted land income combined) created a total of \$174.1 million in total net economic impact outputs, and over 1800 jobs within the tribal jurisdiction.*
- *The tribal administration created a total net economic impact of \$62.8 million and created over 692 jobs in the tribal jurisdiction*
- *Casino enterprises created a total of \$85.1 million in total net economic impacts in the tribal jurisdiction, with the creation of over 903 jobs*
- *Smoke shops created a total net economic impact of \$5.7 million and 105 new jobs.*

The tribal economic activity derived from the revenue and expenditure analysis revealed that the Tribes have significantly impacted (net impacts) the following industries in Oklahoma with direct, indirect and induced spending:<sup>5</sup>

NAICS Code	Major Industries Impacted in the Tribal Jurisdiction
71	Arts, Entertainment & Recreation (Gaming, Amusement)
42	Wholesale Trade
52	Finance and Insurance
72	Accommodation & Food Services
54	Professional, Scientific & Technical Services
21	Mining - (Oil & Gas Extraction)
44-45	Retail Trade
22	Utilities (Power Generation & Supply)
48-49	Truck Transportation
62	Healthcare & Social Assistance (Nursing & Residential Care)
31-33	Manufacturing (Meat Processing)

Figure 3 - Major Industries impacted by the tribal economy

<sup>5</sup> Source: Cheyenne and Arapaho Tribes Economic Impact Study - IMPLAN Output Report for Nine County Service Area

## **Position in National Economy**

The State of Oklahoma contributes to the national economy as a major producer of natural gas, ranking third-largest in the nation and among the top ten (10) states in the U.S. market for wind resources for the wind energy industry. The U.S. Department of Energy predicts Oklahoma will be the second-largest generator of wind energy by the year 2030. Oklahoma's key industries for the State are:

- *Aviation and Aerospace*
- *Traditional and Renewable Energy*
- *Biosciences*
- *Advanced Food Processing and Packaging*
- *Corporate Services*
- *Warehousing/Logistics/Distribution*
- *Advanced Manufacturing*
- *Meteorological Services*
- *Technology<sup>6</sup>*

The Tribes have future opportunities to expand and develop business enterprises to contribute to the national economy in the areas of heritage tourism, and the resort/destination industries.

## **Renewable Energy Industry**

The Cheyenne and Arapaho Tribes own large land holdings in western Oklahoma, where the State's highest measured wind energy and solar energy resources have been recorded. The Tribes have the opportunity to enter the national economy through renewable energy industry by establishing wind energy farms and clean energy business initiatives in key locations within the tribal land base. The Tribes have taken the first steps in this process and have issued a Request for Proposal (RFP) to hire an engineering consultant to conduct a wind energy feasibility study for several preliminary locations on tribal trust lands. Within the next three to five years, the Tribes expect to develop wind farms based on the results of the preliminary engineering study.

## **Oil and Gas Industry**

The Tribes have entered the national economy through oil and gas leasing activity. In 2009, the Bureau of Indian Affairs (BIA) reported approximately 44 active oil and gas leases on tribal trust lands and approximately 1155 active leases on individual allotted lands. The majority of lessees are national crude petroleum/natural gas production companies, with first production dates starting in the 1960s.

## **Position in Global Economy**

The Cheyenne and Arapaho Tribes have not entered the global economy at this time. This is mainly due to the need to focus on tribal program service delivery at the local level and to establish a sustainable tribal government. The tribal jurisdictional area, however, holds many opportunities to enter national and global economies, because of strategic geographical location of tribal lands and natural resource base within the State and Region.

Western Oklahoma has entered the global economy through manufacturing, and non-fuel mineral mining industries. International trade has increased Oklahoma's participation in the global economy as well. Because of the strategic central location of the State, Oklahoma in general is well-positioned to easily serve the U.S., NAFTA, and global economies through air, ground, water and rail transportation systems.

## **Major Employment Sectors**

The regional economy in the tribal jurisdiction consists of major industries in the Oil and Gas, Mining, Manufacturing, Retail, and Agriculture sectors. The western Oklahoma region has a high concentration of meat processing and other agricultural manufacturing facilities that supply the growing restaurant and food service industries. In addition, there are a number of large health care facilities and educational institutions located in the tribal jurisdictional area which contribute a large share of employment to the region.

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<sup>6</sup> Oklahoma Department of Commerce. Oklahoma North America's Best Choice for Business Investment publication.



## Tribal Enterprise Development

Utilizing tribal assets, the Cheyenne and Arapaho Tribes have developed a number of local business enterprises with the intent of building a strong tribal economy that will sustain tribal members and contribute a significant share of employment to the region. As of 2010, the Tribes principal economic activities consist of tribal program services and business enterprises that include four casino gaming facilities, three smoke shops, a community nursing home business, and a grocery store business; all of which are located within the tribal jurisdiction. Each tribal enterprise is described below.

### Gaming Casinos (Gaming/Recreation)

The Tribes own and operate four (4) gaming casinos, which have had immediate success in the western Oklahoma region. The Tribes employ over 1000 employees at four casino locations, with future plans to open a fifth casino facility in the near future in the Town of Hammon. Each casino is located at:

- *Lucky Star Casino in Concho*
- *Lucky Star Casino in Clinton*
- *Feather Warrior Casino in Watonga*
- *Feather Warrior Casino in Canton*



*Inside of the Lucky Star Casino in Clinton, OK*

### Tribal Smoke Shops (Retail Sales)

The Tribes own and operate three separate Smoke Shop enterprises located in Concho, Clinton, and Canton. The Concho Smoke Shop is the largest tobacco product volume seller with a client base primarily of Oklahoma City residents. The Clinton Smoke Shop, because of its proximity to Texas, has a client base consisting mainly of Texas residents.



*Cheyenne and Arapaho Smoke Shop in Concho.*

### Farm and Ranch Program (Agriculture)

The Cheyenne and Arapaho Farm & Ranch Program serves as a farming and ranch operation located on tribal lands. The primary mission of this program is to provide care for tribal lands and the Tribes' 242 head of buffalo and other livestock. In May of 2009, the program purchased 32 yearling heifers that will be used as seed herd for future cattle enterprises.<sup>7</sup> The program manages over \$1 million in tribally owned assets, including buffalo, cattle, crops, and equipment. The Program services are:

- *Maintenance of a vegetable garden used in tribal canning programs*
- *Promotion of the use of edible by-products collected from the buffalo herd*
- *Care of tribal lands placed into the conservation program*

<sup>7</sup> Cheyenne and Arapaho Tribes. Cheyenne and Arapaho Tribal Tribune May 15, 2009 Issue. Article entitled: Economic Developments – Cattle Purchase.

- *Technical training for individual land owners in farming practices*
- *Oversight of reserve oil and gas well sites on tribal lands*



*Cheyenne and Arapaho buffalo herd graze on tribal lands.*

### **Geary Nursing Home (Services)**

The Geary Nursing Home is a 67 bed facility with a staff of approximately 40 employees offering long-term nursing care for the elderly population. In August 2007, the tropical storm Erin caused considerable damage to the Geary Nursing Home facility. The building underwent extensive construction to restore the facility to a safe and secure space for elders in 2008. The facility was reopened for business in January 2009.



*Geary Nursing Home, Geary, OK*

### **Calumet Grocery Store (Retail Sales)**

The Cheyenne and Arapaho Tribes entered the retail grocery market through the purchase of an existing grocery store business in June 2008. The grocery offers a full line of grocery items and a meat department. The meat department provides specialized cut meats for the traditional needs of the tribal communities. In addition, the store works with the Tribe's Elder Care Program and the Food Distribution Program. The store was officially opened for business to the public on June 12, 2009.<sup>8</sup>



*Tribal grocery store in Calumet, OK*

### **Cheyenne and Arapaho Tribes TV and Radio Media Studio**

The Cheyenne and Arapaho Tribes Department of Education Media Studios started out as a media-arts training program designed to give students technological training in modern digital media equipment. The Media Studio was also used to preserve a progressive history for tribal members, and enhance employment opportunities by providing employment training and educational opportunities. The Media Studio has recently been expanded into a new tribally-owned television and radio station that now provides digital television channels for educational, cultural, and informational programs; it will give the Cheyenne and Arapaho People a voice in the new language of broadcast media. The Station and studio will continue to provide on-the-job training for tribal members for employment in the Television and Radio Industries through training and internships.

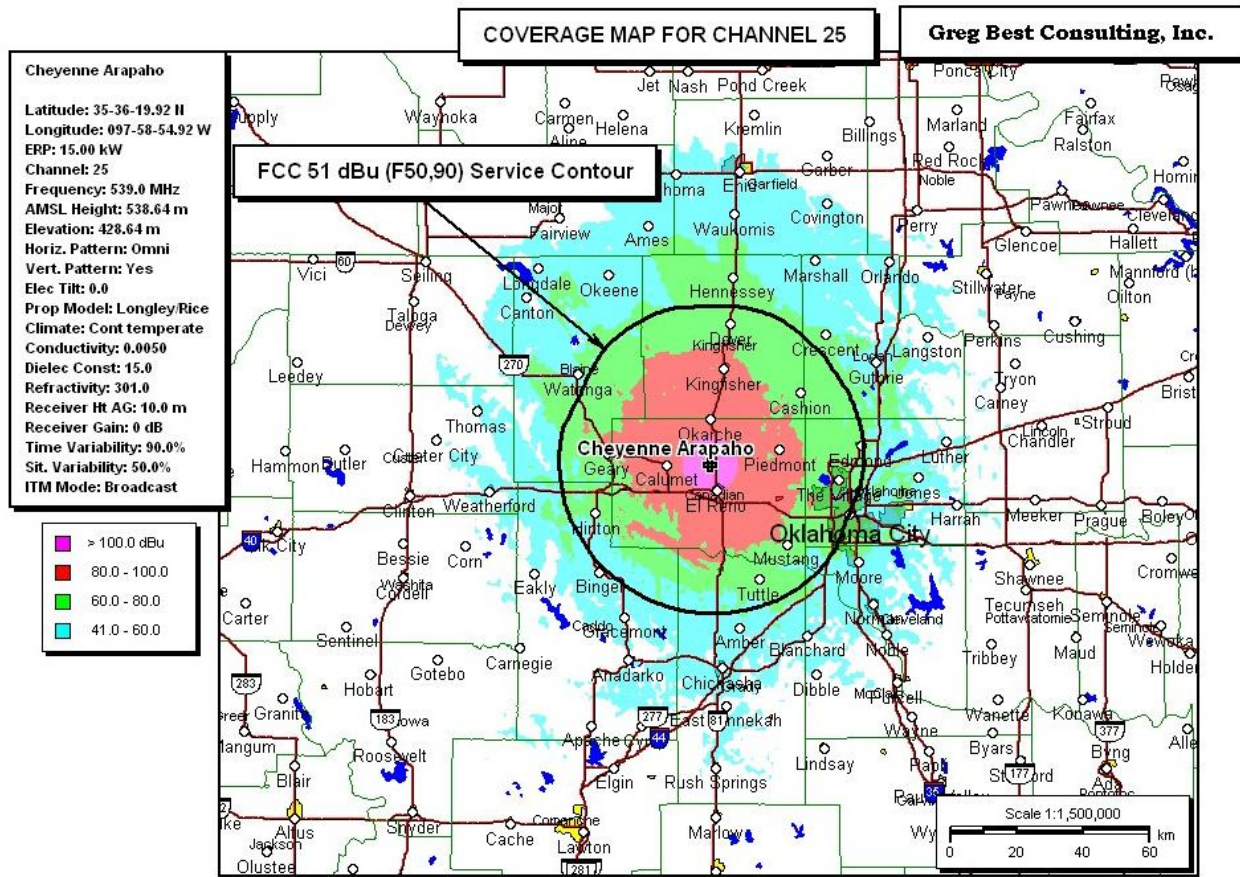
<sup>8</sup> Cheyenne and Arapaho Tribes. Cheyenne and Arapaho Tribal Tribune, June 1, 2009 Issue.



The broadcast coverage map indicates that the television and radio station will reach a large number of tribal communities within the tribal jurisdiction, providing future opportunities to reach

isolated tribal communities with mass communication, and enhancing tribal service delivery to more areas. Figure 4 shows the television and radio station coverage map.

Figure 4 - Cheyenne and Arapaho Television and Radio Media Studio broadcasting coverage map.



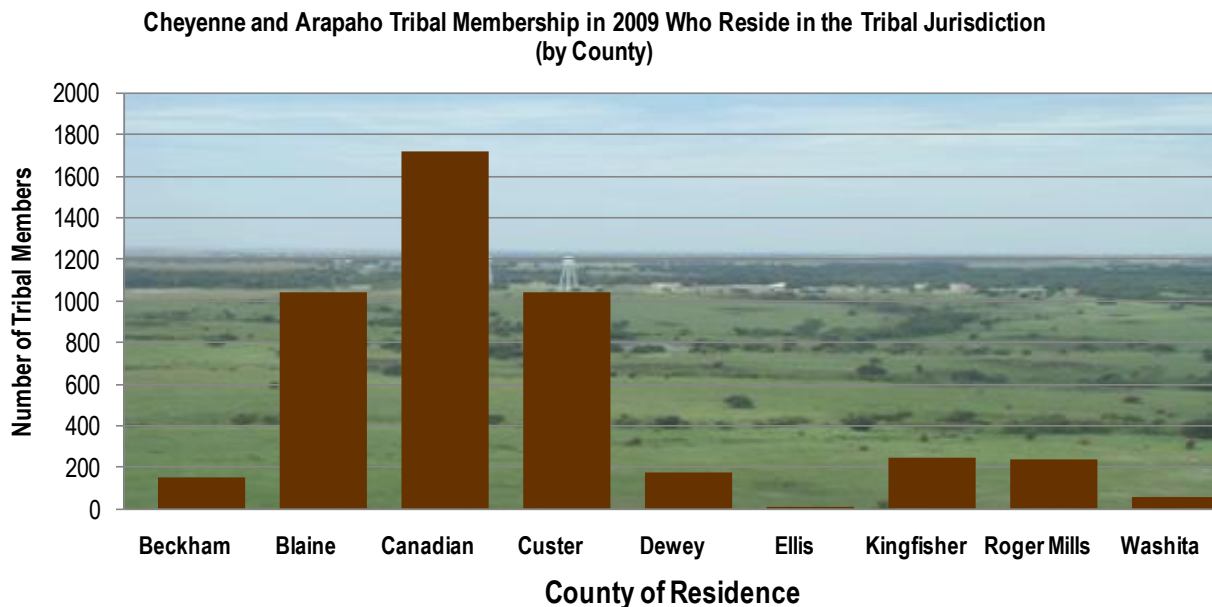
## Population

In an effort to provide a regional demographic analysis of population trends, tribal population characteristics were examined. The analysis included tribal enrollment statistics, a description of age groups, growth projections, and socioeconomic indicators for tribal members who reside in the tribal jurisdiction. Each population characteristic is further discussed in this section.

## Tribal Enrollment

In 2010, the Cheyenne and Arapaho Tribes Enrollment Department reported a total of **12,430 members** on the tribal rolls. This number reflects a combined total of both Cheyenne and Arapaho tribal members. The Tribes have approximately 38% of tribal members who reside in communities located within the tribal jurisdictional area. The largest tribal population bases are located in **Canadian, Blaine, and Custer Counties**. The total membership **gender breakdown is 49% males vs. 51% females**. Figure 5 shows a breakdown of tribal membership by county.

Figure 5 - Tribal membership by county.

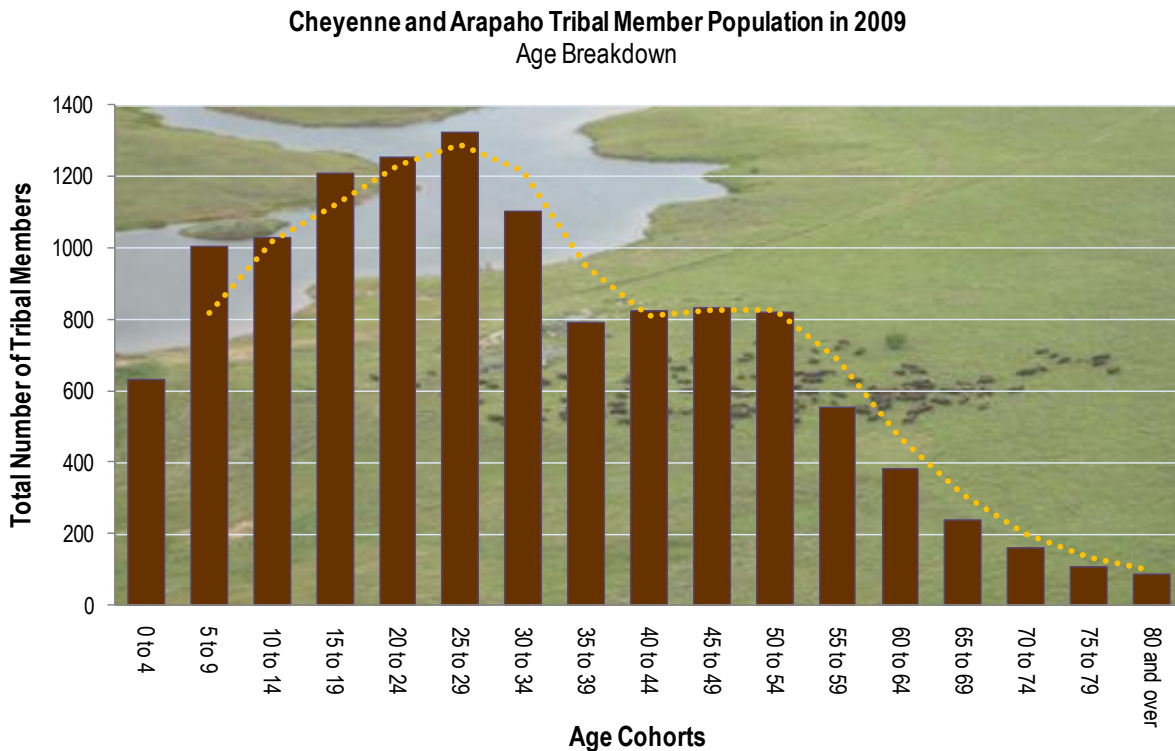


## Age Distribution

The Cheyenne and Arapaho age distribution depicts a significantly larger rate of adult age cohorts as compared with the youth and elder populations. The total population of Children ages 0 to 19 represents 31% of the total tribal population. The total number of Adults ages 20 to 54 represents 56%; and the total number of Elders/Senior ages 55 and over is approximately

13%. Youth and Young Adults under age 30 represent 31% of the total tribal population. The average age of the tribal membership is 30 years, which correlates with a larger working age population. The tribal youth population has an average age between nine (9) and ten (10) years, indicating that the majority of the youth population is of elementary school age. The overall Cheyenne and Arapaho population age distribution is shown in figure 6.

Figure 6 - Tribal Population Age Breakdown (2009)



### ***Tribal Population Projections***

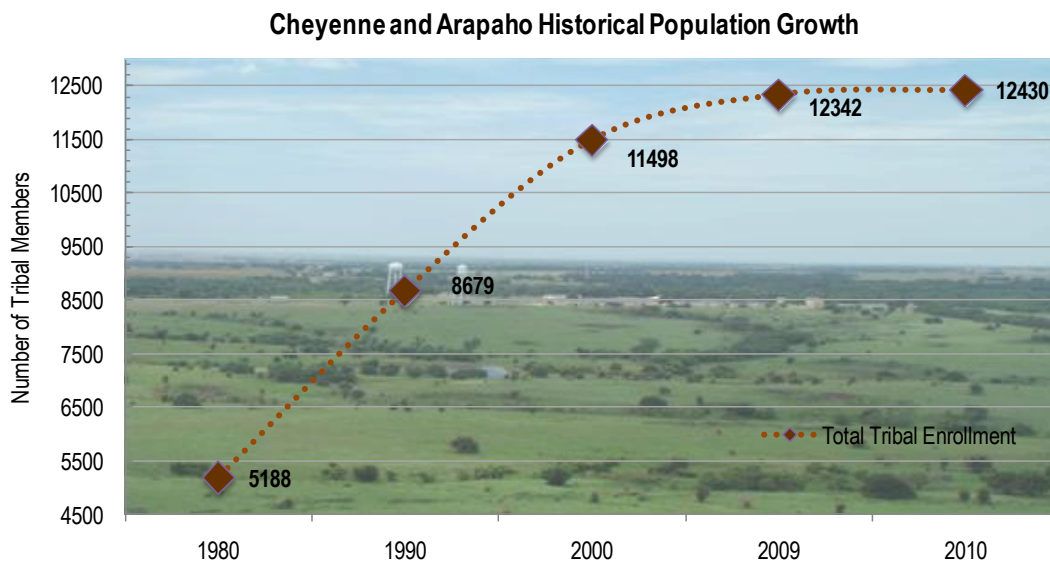
Tribal enrollment is based on the number of Native Americans who possess a minimum of  $\frac{1}{4}$  Cheyenne and/or Arapaho blood quantum, or a combination of both. The annual tribal population growth rate has historically increased by an average of 1.5% each year since the mid-1990s through 2010. This trend is expected to continue unless the tribal membership blood quantum policy changes. The following population projections for tribal enrollment are as follows:

Year	Tribal Population Projection (Increase by 1% each year)
Baseline Tribal Enrollment 2009	12,342
2010	12,430
2015	13,496
2020	14,539
2025	15,662
2030	16,872



The Cheyenne and Arapaho Tribes have seen significant growth in tribal membership over the past three decades. However, the tribal population growth rate has begun to slow down over the past three years. The overall growth trends show a growth period in the 1980s and 1990s, and a flat growth period of total enrollment between the years 2000 to 2010. Figure 7 depicts the historical tribal growth graphically.

Figure 7 - Cheyenne and Arapaho Tribes historical population growth patterns.



### County Growth Projections

The population projections for the general population (includes all races combined) are estimates of a population for future years that represent changes based upon assumptions about future births, deaths, and international migration and domestic migration. These estimates were developed by the State of Oklahoma Data Center through the Oklahoma Department of Commerce. The population projections are calculated through the year 2030.<sup>9</sup> The following chart shows the projections by county in the tribal jurisdiction.

### Projected County Growth

- *Beckham County is projected to increase in population by 18% between 2010 to 2030*
- *Blaine County is projected to increase by 18% between 2010 to 2030*
- *Canadian County is projected to increase by 17% during this same time period*
- *Custer County is projected to increase by 9% during 2010 to 2030*
- *Dewey County is projected to decline by 2.2% in population between 2010 to 2030*
- *Ellis County will decline by 2.6% between 2010 to 2030*
- *Kingfisher County is projected to increase by 24% between 2010 to 2030*
- *Roger Mills County had a decline in population during 2000 to 2005 by 1%, and is projected to remain at the current population through 2030*
- *Washita County is projected to grow by 5.9% between 2010 to 2030*

<sup>9</sup> State of Oklahoma. Oklahoma Department of Commerce. Annual Estimates of the Resident Population for Incorporated Places in Oklahoma, April 1, 2000 - July 1, 2008, By Place, By County.

Population Projections by County							
County	2000	2005	2010	2015	2020	2025	2030
Beckham	19,799	20,400	21,300	22,200	23,200	24,200	25,200
Blaine	11,976	12,200	12,600	13,200	13,700	14,300	14,900
Canadian	87,697	92,300	97,300	102,200	106,800	110,800	114,200
Custer	26,142	26,900	27,700	28,500	29,000	29,600	30,200
Dewey	4,743	4,000	4,600	4,500	4,500	4,500	4,500
Ellis	4,075	3,900	3,800	3,800	3,700	3,700	3,700
Kingfisher	13,926	14,500	15,300	16,200	17,100	18,000	18,900
Roger Mills	3,436	3,400	3,400	3,400	3,400	3,400	3,400
Washita	11,508	11,700	11,900	12,100	12,300	12,400	12,600

### Community Growth Projections

The following charts show the projections by communities (all races combined) in the tribal jurisdiction. The growth rates correspond with the county growth rate projections.

#### Community Growth

- The Cities of Canton, Geary, Elk City and Watonga are projected to increase by 18% between 2010 to 2030
- El Reno is projected to grow by 17% between 2010 to 2030
- Clinton is projected to increase by 9% during this same time period
- Cordell is projected to grow by 6% during 2010 to 2030
- Hammon is projected to remain the same between 2010 to 2030
- Seiling is projected to decline in population by 2% between 2010 to 2030

Population Projections by Tribal Communities							
Source: State of Oklahoma Data Center - Oklahoma Department of Commerce							
City	2000	2005	2010	2015	2020	2025	2030
Bessie	190	190	200	200	200	200	210
Canton	618	630	650	680	710	740	770
Colony	147	150	150	150	160	160	160
Cordell	2,867	2,910	2,960	3,010	3,060	3,090	3,140
Clinton	8,833	9,090	9,360	9,630	9,800	10,000	10,200
Geary	1,258	1,290	1,330	1,400	1,450	1,510	1,570
Elk City	10,510	10,830	11,310	11,780	12,320	12,850	13,380
El Reno	16,212	17,060	17,990	18,890	19,740	20,480	21,110
Hammon	469	460	470	470	470	470	470
Seiling	875	850	850	830	830	830	830
Watonga	4,658	4,750	4,900	5,130	5,330	5,560	5,800

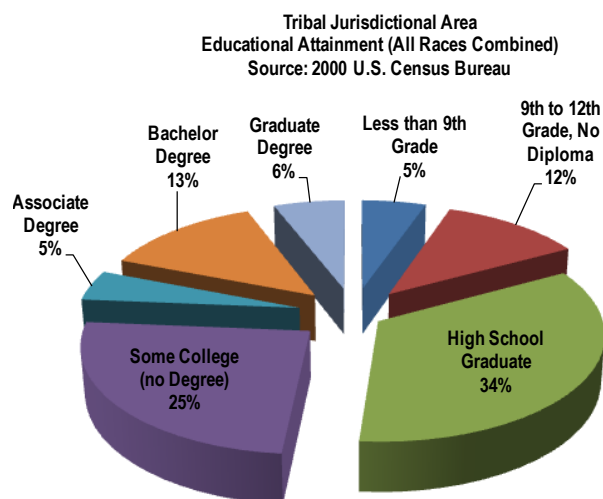
## Education Attainment

Educational attainment for the Cheyenne and Arapaho population is comparable with the overall general population (all races combined) in the tribal jurisdiction. Educational statistics from the 2009 *Cheyenne and Arapaho Demographic, Health & Communities Survey* report and the 2000 U.S. Census data were examined to determine the educational attainment levels of the tribal population. The 2009 *Cheyenne and Arapaho Demographic, Health & Communities Survey* reported the following educational attainment statistics:

- *Less than High School Diploma: 15.9%*
- *High School Diploma/GED/Vo-Tech: 38.2%*
- *Some College: 30.3%*
- *Four or more years of College: 15.7%*

These figures are comparable to the educational attainment levels of the region as reported by the U.S. Census Bureau in 2000. Approximately 34% of the general population (all races combined) who reside within the tribal jurisdiction were high school graduates; 25% have received some college; and 19% have four or more years of college. Figure 8 shows a breakdown by percentage of the total educational levels in the tribal jurisdiction.

**Figure 8 - 2000 U.S. Census Educational Attainment levels for all races combined in the tribal jurisdiction.**



## Income

The Cheyenne and Arapaho tribal population historically has struggled with high poverty rates, high levels of unemployment, and low rates of income on a per capita basis as compared with the general population in the region. The 2009 *Cheyenne and Arapaho Demographic, Health & Community Survey* reported a substantial number of respondents who indicated that they struggle financially. 35.7% reported income of less than \$1,000 per month, and 44.2% reported a total of household income of less than \$2,000 per month. 15.3% reported receiving a housing subsidy from the tribal or federal government.<sup>10</sup>

## Per Capita Income

According to the Oklahoma Department of Commerce, the per capita income in 2008 for the State of Oklahoma was \$35,969. The Per capita income for residents in the tribal jurisdiction over the past decade has generally been lower than the state's per capita income rate. Blaine County was identified as having the lowest per capita income level in the region. When comparing the growth of per capita income by county in the tribal jurisdiction between the years 2000 to 2008, Beckham County per capita income increased by 80%, while Blaine County only increased by 30.5%. The remaining counties averaged a growth rate of approximately 40% to 45% in per capita income between the 2000 and 2008. A breakdown of per capita income for each of the nine counties is shown in figure 9 below.

<sup>10</sup> Cheyenne and Arapaho Tribes. *2009 Cheyenne and Arapaho Demographic, Health & Community Survey*. Planning and Development Dpt., pg. 17, 18, 24

Figure 9 – Household demographics for the tribal jurisdiction.

County	Per Capita Income (2000)	Per Capita Income (2005)	Per Capita Income (2007)	Per Capita Income (2008)
Beckham	\$17,951	\$25,138	\$29,333	\$32,357
Blaine	\$17,949	\$18,483	\$20,439	\$23,436
Canadian	\$25,074	\$29,369	\$33,193	\$36,355
Custer	\$20,431	\$24,811	\$28,350	\$32,272
Dewey	\$20,904	\$26,283	\$29,963	\$33,681
Ellis	\$21,393	\$24,416	\$28,363	\$33,044
Kingfisher	\$24,226	\$30,104	\$34,947	\$38,549
Roger Mills	\$20,651	\$24,625	\$29,615	\$33,726
Washita	\$19,948	\$20,684	\$23,136	\$28,624
Oklahoma	\$24,409	\$30,237	\$34,997	\$35,939

Source: Oklahoma Department of Commerce; 2000 U.S. Census Bureau

## Households and Median Household Income by County

The 2009 *Cheyenne and Arapaho Demographic, Health & Community Survey* characterized Cheyenne and Arapaho households as having at least one dependent living at home, with an average of 2.5 dependents in each household. At the county level, the largest numbers of households in the general population in the year 2000 were found in Canadian, Custer, and Beckham Counties, according to the U.S. Census Bureau. Canadian County showed 2.71 persons per household, while Kingfisher County followed by 2.60; these are both higher than the statewide of 2.50 persons per household.

The median household income indicator consists of a combination of two income earners pooling resources together. This indicator is associated

with the cost of living of an area. In some areas of the United States, the cost of living is much higher as compared with the median household income. In Oklahoma, however, the Oklahoma Department of Commerce reported that the cost of living is much lower in the State as compared with other States.

In the tribal jurisdiction, the median household income in the year 2008 showed Blaine County with the lowest median household income at \$36,983, and the highest was found in Canadian County at \$61,195. Canadian County was also higher than the State median household income of \$52,029. All counties within the tribal jurisdiction show growth in median household income between the years 2000 to 2008. Figure 10 shows a comparison of households and median household income.

Figure 10 – Household Data and Median Household Income for the tribal jurisdiction.

County	Total Number of Households (2000)	Persons Per Household (2000)	Median Household Income (2000)	Median Household Income (2005)	Median Household Income (2007)	Median Household Income (2008)
Beckham	7,356	2.44	\$27,402	\$32,250	\$40,947	\$45,809
Blaine	4,159	2.50	\$28,356	\$30,453	\$35,117	\$36,983
Canadian	31,484	2.71	\$50,527	\$50,674	\$58,044	\$61,195
Custer	10,136	2.45	\$28,524	\$32,349	\$40,287	\$40,013
Dewey	1,962	2.35	\$28,172	\$34,243	\$36,735	\$40,060
Ellis	1,769	2.27	\$27,951	\$32,579	\$36,924	\$41,204
Kingfisher	5,247	2.60	\$36,676	\$42,725	\$49,242	\$52,284
Roger Mills	1,428	2.38	\$30,078	\$38,655	\$41,268	\$45,159
Washita	4,506	2.50	\$29,563	\$34,341	\$39,151	\$41,971
Oklahoma	1,342,293	2.50	\$38,770	\$37,020	\$41,551	\$52,029

Source: Oklahoma Department of Commerce; 2000 U.S. Census Bureau

## Personal Income

Personal income is an indicator of economic well-being of the residents of a state. Earnings, wages, property income, dividends, interest, rent, transfer payments such as retirement, unemployment insurance, and various other benefit payments are included in the Personal Income figure.<sup>11</sup>

Canadian and Custer counties have the largest amount of personal income in the tribal jurisdiction, indicating more workers who reside in these counties. Figure 11 provides the total Personal Income for each county in 2008.

Figure 11 - 2008 Total Personal Income by County.

2008 Total Personal Income by County (Source: BEA)	
County	Total Personal Income (Thousands of Dollars)
Beckham	\$695,485
Blaine	\$296,889
Canadian	\$3,881,028
Custer	\$847,858
Dewey	\$148,736
Ellis	\$128,113
Kingfisher	\$549,860
Roger Mills	\$113,656
Washita	\$334,642
Oklahoma	\$131,070,218,000
United States	\$12,225,589,000

<sup>11</sup> Oklahoma Employment Security Commission. *Oklahoma Economic Indicators - April 2010* (pgs. 1-21), Economic Research and Analysis, <http://oesc.ok.gov>.

## Unemployment Rates

Unemployment rates for the Cheyenne and Arapaho Tribes has been significantly higher than the general population in the region. In 2005, the Bureau of Indian Affairs reported a 70% unemployment rate among the Cheyenne and Arapaho Tribes. This percentage was based upon the service population living within the tribal jurisdiction. In addition, 24% of tribal members were employed, but were living below poverty guidelines.<sup>12</sup> In comparison, the unemployment rate for the State of Oklahoma was 6.8% in December 2010, while the nationwide unemployment rate was at 9.9%. Unemployment rates at the county level in the tribal jurisdiction indicated that the Beckham County rate (for the general population) increased and jumped from 2.7% to 6.5% in 2010, while the other counties increased as well, however, the unemployment rates remained lower than the State rate of 6.6%. See figures 12 and 13 (all races combined) for the tribal jurisdiction and the State.<sup>13</sup>

**Figures 12 and 13 - Unemployment Rates for the tribal jurisdiction and Oklahoma**

County	Unemployment Rate (2005) Seasonably Adjusted	Unemployment Rate (2008) Seasonably Adjusted	Unemployment Rate (Nov 2009 to Dec 2010) Not Seasonably Adjusted*
Beckham	2.7%	2.2%	4.5%
Blaine	5.5%	3.6%	8.5%
Canadian	3.6%	3.5%	5.6%
Custer	3.1%	2.6%	4.5%
Dewey	3.0%	2.4%	3.9%
Ellis	2.5%	2.2%	4.0%
Kingfisher	3.3%	2.3%	4.5%
Roger Mills	2.4%	2.3%	3.7%
Washita	3.3%	2.7%	4.6%

\* Source: BLS Labor Force Data by County, Nov 2009 - Dec 2010

Year (March)	State of Oklahoma Unemployment
2000	3.1%
2005	4.6%
2008	3.3%
2009	5.9%
Dec 2010	6.8%

## Poverty Rates

Poverty rates increased in Blaine County from 18.6 to 22.6% between the years 2000 to 2008. Beckham, Dewey, Ellis, Roger Mills, and Washita Counties experienced a slight decrease in poverty rates over this same timeframe. The State of Oklahoma poverty rate rose to 15.7% in 2008, as compared to 13.8% in the year 2000. The U.S. poverty rate increased to 13.2%, up from 11.3% in the year 2000.



*Tribal housing located in Concho, OK.*

<sup>12</sup> United States Department of the Interior. Bureau of Indian Affairs. 2005 American Indian Population and Labor Force Report

<sup>13</sup> United States Department of Labor. Bureau of Labor Statistics. [www.bls.gov](http://www.bls.gov)



Figure 14 - Poverty Rates by County

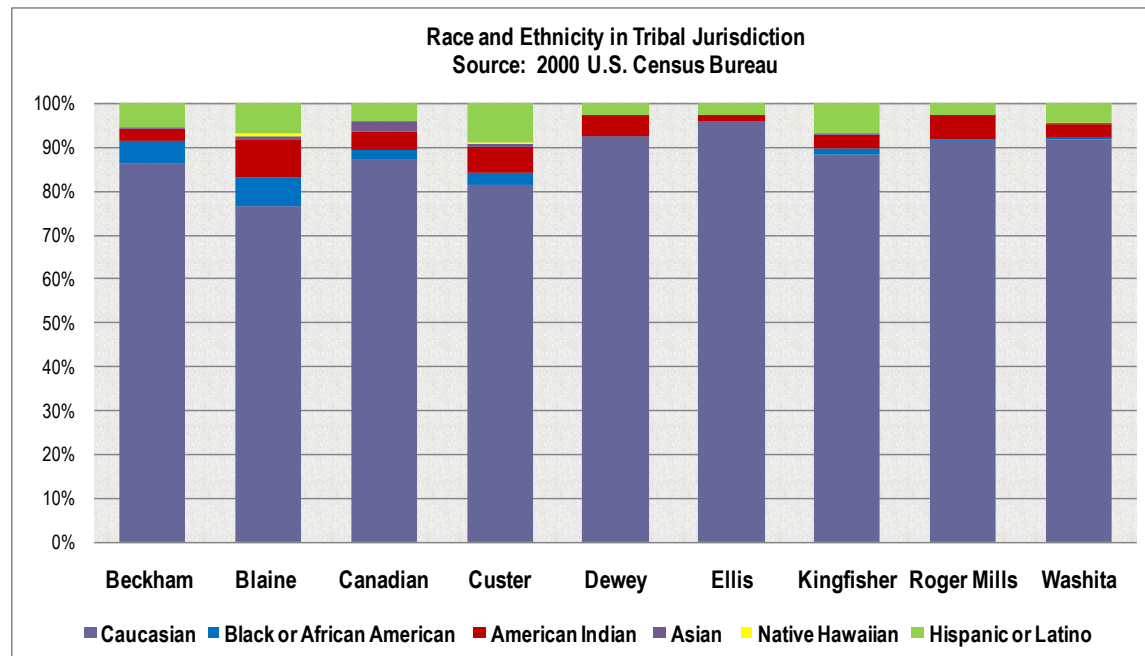
County	Poverty Rate (All Ages) 2000	Poverty Rate (All Ages) 2005	Poverty Rate (All Ages) 2007	Poverty Rate (All Ages) 2008
Beckham	17.7%	17.5%	15.6%	15.8%
Blaine	18.6%	21.7%	19%	22.6%
Canadian	7.8%	8.6%	8%	8.5%
Custer	15.4%	20.2%	19.5%	18%
Dewey	14.4%	14.1%	14.9%	12.9%
Ellis	13.9%	12.9%	12.7%	12.4%
Kingfisher	10.5%	10.4%	10.8%	11.8%
Roger Mills	14.5%	12%	12.7%	11.5%
Washita	15.5%	15.7%	15.3%	14.9%
Oklahoma	13.8%	16.4%	15.8%	15.7%
United States	11.3%	13.3%	13%	13.2%

Source: Oklahoma Department of Commerce, Small Area Income and Poverty Estimates (Counties 1997-2007 Report)

## Race and Ethnicity by County

The 2000 U.S. Census Bureau reported approximately four (4) % of American Indians in the tribal jurisdiction. The race and ethnicity composition consisted of 81% Caucasian; five (5) % Hispanic or Latino; two (2) % Black or African American; and one (1) % Asian. Figure 15 show the race and ethnicity breakdown by county.

Figure 15 - Race and Ethnicity by County of the General Population.



## Housing Market

The Tribes established a Tribal housing Authority to provide affordable housing options for tribal members. The Authority's goal is to reduce the number of tribal members who reside in substandard housing, and to assist with homeownership opportunities. The U.S. Housing and Urban Development (HUD) Mutual Help program provides the mechanism for Tribal Housing Authority to help low-income Indian families purchase a home of their own. Tribal members usually make monthly payments based on 15 to 30% of adjusted income. The Tribal Housing Authority has approximately 313 New Mutual Help single-family housing units in their inventory. Between the years 1999 to 2009, a total of 650 tribal members were listed on a waiting list for tribal housing.

### New Housing in Region

New Single-family housing units in the region increased in all nine counties in the tribal jurisdiction between 2000 and 2008. Canadian County had the highest increase of new housing with 7405 new housing units at 21.8%; Beckham County had 421 new housing units or 4.8%; and Kingfisher County grew by 254 new housing units at a rate of 4.3%. Figure 16 provides a breakdown of new housing units by county.

Figure 16 - New housing units by county.

County	Total Number of Housing Units (2000)	Total Number of Housing Units in 2008 (Est)	Difference	Growth in New Housing (Percentage)
Beckham	8,796	9,217	421	4.8%
Blaine	5,208	5,277	69	1.3%
Canadian	33,969	41,374	7,405	21.8%
Custer	11,675	12,062	387	3.3%
Dewey	2,425	2,490	65	2.7%
Ellis	2,146	2,176	30	1.4%
Kingfisher	5,879	6,133	254	4.3%
Roger Mills	1,749	1,792	43	2.5%
Washita	5,452	5,548	96	1.8%
<b>Total in Region</b>	<b>77,299</b>	<b>86,069</b>	<b>8,770</b>	<b>11.3%</b>
Oklahoma	1,514,395	1,637,138	122,743	8.1%
U.S.	115,904,473	129,065,264	13,160,791	11.4%
Source: Oklahoma Data Center; Oklahoma Department of Commerce				
2000-2008 Housing Estimates and Growth by State and County, dated: August 6, 2009				

## Housing Affordability

The *Oklahoma Affordable Housing Study* (July 2010) found that single-family homes in the tribal jurisdiction ranged in price between \$95,058 to \$128,425 per unit. The hourly wage needed to buy a home was \$11.52 per hour to \$15.72 per hour. 2009 Fair Market Rents report for two-bedroom units ranged between \$554.00 per month to \$686.00 per month. The average hourly wage needed to rent a two-bedroom apartment ranged between \$10.66 per hour to \$13.19 per hour.<sup>14</sup>

The Study also reported a grouping of specific work occupations that paid high enough wages for a resident to afford to either purchase or rent a home. Residents who work in the Healthcare Support occupations and live in Blaine, Canadian, Dewey, Ellis, and Kingfisher Counties most likely cannot afford to buy a home or rent a two-bedroom apartment because of the lower paying wages. Residents in Beckham, Custer, Kingfisher, and Washita Counties are most likely able to afford to rent a two-bedroom apartment only. Residents who work in occupations in the Office and Administrative Support and the Farming, Fishing, and Forestry fields are most likely able to afford to rent only. Figure 17 shows the occupational grouping and is color-coded to illustrate housing affordability by county.

<sup>14</sup> State of Oklahoma. Oklahoma Housing Authority. *Oklahoma Affordable Housing Study*, dated July 2010, Prepared by C. Farmer, 7-08-2010, [http://www.ohfa.org/okla\\_housing\\_study](http://www.ohfa.org/okla_housing_study)



Figure 17 - Hourly Wages by Occupational Grouping

Oklahoma Affordable Housing Study (July 2010)					Oklahoma Affordability Housing Study (July 2010) Hourly Wages by Occupational Grouping									
County	Home Prices	Hourly Wage Needed to Buy	2-Bed Apt. Monthly Rent	Hourly Wage Needed to Rent	Community and Social Service Occupations	Food Preparation and Serving-Related Occupations	Healthcare Support Occupations	Protective Services Occupations	Education, Training, and Library Occupations	Building and Grounds Cleaning and Maintenance Occupations	Personal Care and Service Occupations	Office and Administrative Support Occupations	Farming, Fishing, and Forestry Occupations	Production Occupations
Beckham	\$102,533	\$12.22	\$554.00	\$10.66	\$15.50	\$7.73	\$10.73	\$15.52	\$16.97	\$10.35	\$8.80	\$11.51	\$12.06	\$15.40
Blaine	\$102,533	\$12.55	\$554.00	\$10.66	\$15.28	\$7.93	\$10.21	\$14.57	\$18.22	\$9.42	\$9.13	\$11.70	\$11.47	\$14.83
Canadian	\$128,425	\$15.72	\$686.00	\$13.19	\$17.39	\$8.61	\$11.86	\$20.04	\$22.84	\$9.87	\$9.21	\$13.92	\$15.74	\$14.11
Custer	\$102,533	\$12.55	\$554.00	\$10.66	\$15.50	\$7.73	\$10.73	\$15.52	\$16.97	\$10.35	\$8.80	\$11.51	\$12.06	\$15.40
Dewey	\$102,533	\$12.55	\$554.00	\$10.66	\$16.42	\$8.33	\$9.29	\$16.67	\$17.56	\$10.04	\$9.24	\$12.33	\$12.92	\$17.60
Ellis	\$99,992	\$12.24	\$554.00	\$10.66	\$16.42	\$8.33	\$9.29	\$16.67	\$17.56	\$10.04	\$9.24	\$12.33	\$12.92	\$17.60
Kingfisher	\$94,058	\$11.52	\$554.00	\$10.66	\$15.28	\$7.93	\$10.21	\$14.57	\$18.22	\$9.42	\$9.13	\$11.70	\$11.47	\$14.83
Roger Mills	\$102,533	\$12.55	\$554.00	\$10.66	\$15.50	\$7.73	\$10.73	\$15.52	\$16.97	\$10.35	\$8.80	\$11.51	\$12.06	\$15.40
Washita	\$102,533	\$12.55	\$554.00	\$10.66	\$15.50	\$7.73	\$10.73	\$15.52	\$16.97	\$10.35	\$8.80	\$11.51	\$12.06	\$15.40

	can afford to buy or rent
	Can afford to rent only
	cannot afford to buy or rent
	unusually depressed home sales show the ability to buy but not rent

Home prices are for year 2009 from the Oklahoma Association of Realtors

Apartment Rents are from published HUD 2009 Fair Market Rents, for 2-bedroom units

Wage data compiled from the Oklahoma Employment and Security Commission

## Commuting Patterns

Transportation is a major issue for tribal members who do not have access to reliable personal vehicles or public transportation for employment. Another issue is the vast commuting distance between tribal communities within the tribal jurisdiction. To find valuable employment, workers are commuting to other counties for employment. To get a sense of commuting patterns for the workers in the region, commuting patterns by the general population (all races combined) by

county within the Oklahoma Workforce Investment Act (WIA) Regions were examined. Data indicates that workers in Washita, Kingfisher, Roger Mills, and Dewey Counties commute outside the region for employment. In comparison, a large percent of workers who reside in Beckham and Custer Counties live and work in the same county, therefore, commuting patterns vary within the tribal jurisdiction. Figure 18 below shows the percentages of workers commuting patterns within the tribal jurisdiction.

Figure 18 - Worker Commuter Patterns in region.

County	Live and Work in Same County	Work in Region, but not the Same County	Commute Outside the Region
Beckham	88.0%	5.9%	6.1%
Blaine	79.3%	6.3%	13.9%
Canadian	Data Not Available	Data Not Available	Data Not Available
Custer	83.7%	9.5%	6.8%
Dewey	68.7%	13.1%	18.2%
Ellis	68.6%	24.6%	6.8%
Kingfisher	71.0%	7.3%	20.7%
Roger Mills	71.4%	8.9%	19.8%
Washita	57.7%	7.7%	34.6%

## Economic Trends in the Tribal Communities

### Blaine County

### Community Profile

*Blaine County has experienced higher levels of economic distress as compared with other counties in the tribal jurisdiction.*

#### Socioeconomic Profile

- Blaine County contains the third highest Cheyenne & Arapaho Population in the tribal jurisdiction (1041 tribal members reside in County)
- Residents received lowest Per Capita Income in tribal jurisdiction (\$23,426)
- County had a higher 2010 unemployment rate (5.5%), although lower than State (6.6%)
- County had the highest 2008 poverty rate (22.6%) in tribal jurisdiction vs. State (15.7%). Blaine County poverty rate has increased since year 2000.
- Largest holdings of Cheyenne and Arapaho Individual Allotted lands are located in Blaine County.
  - May affect Blaine County property tax revenues, and municipal services provided by the County.

#### Housing Profile

- Lower percentage of new housing units built in Tribal Jurisdiction (only 1.3% or 69 new housing units, as compared with other counties in the region.)

#### Commuting Patterns

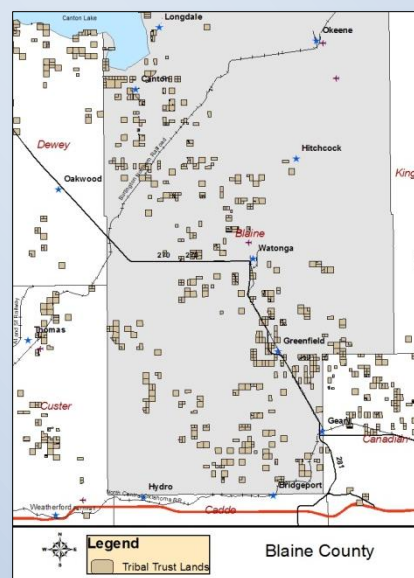
- 79% of workers live and work in the same county, lower commute rate.

#### Employment Profile

- In 2007, the County had a total of 6457 jobs representing 6% of total jobs in tribal jurisdiction
  - Majority of jobs are in: *Government, Retail Trade, Mfg, Construction, & Healthcare & Social Assistance*
- County Average Annual Wage is lowest in tribal jurisdiction (\$29,810)
- Only 3% growth in the county labor force

#### Potential Strategies

*Need to monitor the tribal communities in Blaine County and develop specific economic strategies to address shortage of housing, low income, high rate of unemployment, and the need for local jobs.*



# Custer County

## Community Profile

*Custer County has a higher poverty rate as compared with other counties in the tribal jurisdiction.*

### Socioeconomic Profile

- Custer County has the second highest Cheyenne & Arapaho Population in tribal jurisdiction (1043 Tribal Members) (Main tribal communities: Clinton & Hammon – Hammon borders with Custer and Roger Mills Counties)
- Residents receive moderate per capita income in tribal jurisdiction (\$32,272)
- Custer County had a lower 2010 unemployment rate (4.9%); lower than State (6.6%)
- Higher poverty rate (18%) in tribal jurisdiction vs. State (15.7%) increased since 2000

### Housing Profile

- Moderate percentage of new housing units built in Tribal Jurisdiction (3.3% or 387 new housing units)

### Commuting Patterns

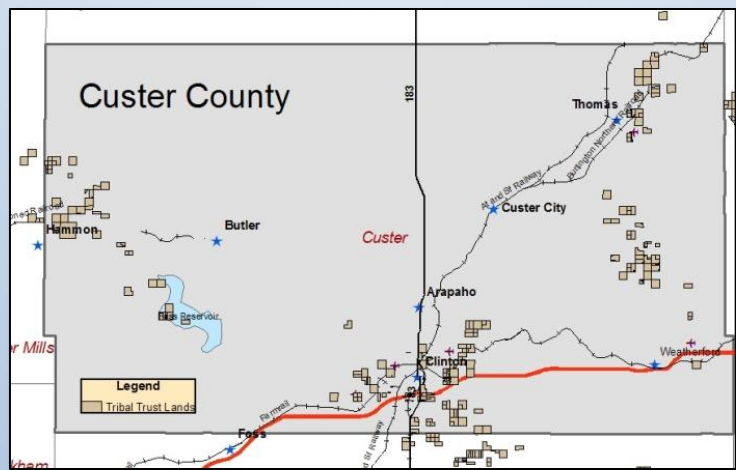
- 83% of workers live and work in the same county – low commute rate

### Employment Profile

- County has higher total of 16,720 jobs representing 16% of total jobs in tribal jurisdiction
  - Majority of jobs are in: Government, Retail Trade, Manufacturing, & accommodation and food services
  - County Average Annual Wage is moderate in tribal jurisdiction (\$32,418)
- Large holdings of Cheyenne and Arapaho Individual Allotted lands in Custer County
- 12% growth in the county labor force

### Potential Strategies

*Develop a strategy to help create more quality, higher paying jobs for tribal members to help address higher poverty rates and utilize tribal trust properties for sustainable development, and access to major transportation corridors.*



# Roger Mills County

## Community Profile

*Roger Mills County has a number of rural communities, creating challenging economic conditions as compared with other counties in the tribal jurisdiction.*

### Socioeconomic Profile

- Roger Mills County has the fifth highest Cheyenne & Arapaho Population in tribal jurisdiction (241 Tribal Members - reside mainly in Hammon)
- County Boundary borders with Town of Hammon
- General County population not expected to grow (0%) by 2030
- Residents receive moderate per capita income in tribal jurisdiction (\$33,726); however, poverty rate is lower (11.5%) than State (15.7%). Per capita income has decreased in the County since the year 2000.
- 2010 Unemployment rate (4.7%) is lower than State (5.7%)
- County is experiencing out-migration of the working-age population. Residents are seeking employment in higher populated areas.
- Tribal residents need more jobs in this area.
- Hammon area is a rural community and lacks services such as grocery stores, gas stations, and other community services.

### Housing Profile

- Lower percentage of new housing units built in tribal jurisdiction (2.5% or 43 new housing units).

### Commuting Patterns

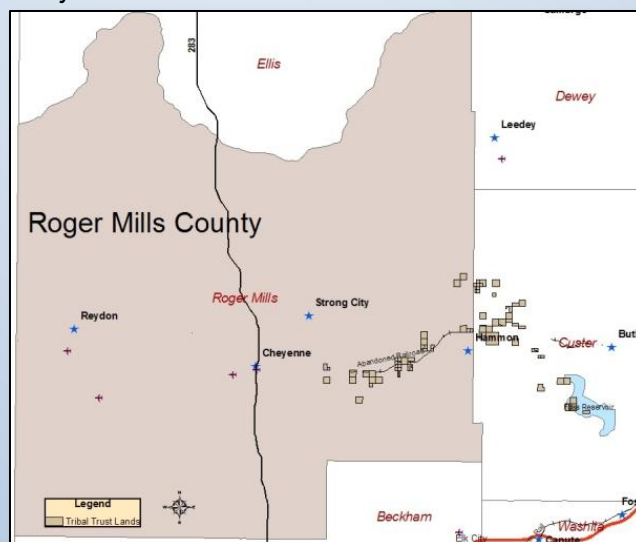
- 71.4% of workers live and work in the County; however, 20% commute out of region for work.

### Employment Profile

- County has total of 2104 jobs representing 2% of total jobs in tribal jurisdiction
  - Majority of jobs are in: Government, Retail Trade, and Transportation
  - County Average Annual Wage is comparable within the Tribal Jurisdiction (\$32,597)
- Smaller holdings of Cheyenne and Arapaho tribal lands in Roger Mills County
- Sparse General County Population (all races combined) – 3400 (smallest population in tribal jurisdiction)
- Zero percent growth in labor force between the years 2000 to 2009.

### Potential Strategies

*Need to examine the tribal communities in Roger Mills County and develop specific strategies to address lower income, poverty rates, unemployment, and the need for more local jobs.*





## Workforce Development and Use

### Cheyenne and Arapaho Labor Force

The Cheyenne and Arapaho Tribes have a large pool of available workforce to draw upon in the tribal jurisdiction. The tribal population profile shows a large percentage of working-age adults and youth who reside in the region. Workforce characteristics of the tribal labor force, as indicated by the Tribal WIA Program, revealed that the local labor force educational attainment was at the high school diploma/GED level, the average hourly wage earned was approximately \$7.25 per hour, and typical occupations were basic jobs such as clerical, and general labor positions. In 2005, the Bureau of Indian Affairs reported a 70% unemployment rate among the Cheyenne and Arapaho Tribes. This percentage was based upon the service population living within the tribal historical boundary area.<sup>15</sup> The 2005 BIA Labor Force Report also stated that the Tribes had approximately 4299 tribal members in the workforce; 1282 were employed; and 3017 were unemployed. Tribal members who are currently employed work in the following job industries, as reported in the 2009 *Cheyenne and Arapaho Demographic, Health and Community Survey*:<sup>16</sup>

- *Private Sector: 46.3%*
- *Government Sector: 20.6%*
- *Tribal Government Sector: 18.2%*
- *Self-Employed: 6.4%*
- *Non-Profit Sector: 4.3%*
- *Other Sectors: 4.3%*

## Workforce Development

The Cheyenne and Arapaho tribal workforce development system is comprised of the U.S. Department of Labor funded workforce investments programs, the Cheyenne and Arapaho Education Department, the Cheyenne and Arapaho Tribal College, and state higher education institutions and universities located within the region. The system serves all Native Americans who reside within the tribal jurisdiction. There are three (3) workforce centers in the area that have integrated the functions of workforce development into the services offered.

### ***Cheyenne and Arapaho Tribes Workforce Development (WIA) Department***

The Cheyenne and Arapaho Tribes Workforce Development (WIA) Department served 19 Native American Adults between the period of January 2009 to present; 37 Native American Youth during the summer of 2009, and 67 Youth during the summer of 2010. Applicants are given a job-skill assessment at the time of their initial program application process. The WIA Department experienced a 50% funding cut for job-training programs. The workforce and educational programs are described below.<sup>17</sup>

<sup>15</sup> Bureau of Indian Affairs. 2005 American Indian Population and Labor Force Report. Office of Indian Services. This report was the most recent data available at the time of the 2009 Base Studies.

<sup>16</sup> Source: Cheyenne and Arapaho Tribes. 2009 Cheyenne and Arapaho Demographic, Health & Communities Survey, Office of Planning & Development, pg. 31

<sup>17</sup> Cheyenne and Arapaho Tribes. Tribal Programs - EOTS, TERO, and Vocational Programs. website: [www.c-a-tribes.org](http://www.c-a-tribes.org)

### Cheyenne and Arapaho Workforce Development - WIA Office

The Tribe's Workforce Investment Act (WIA) Program provides services to address the problems of Education, Training, and Employment of Native Americans within the tribal jurisdiction through the Division of Indian & Native American Programs (DINAP) regulations. Program services offered:

#### Work Experience Employment & Training Program

Work Experience Employment & Training provides job opportunities, experience, and needed skills, and is designed to benefit both the participant and the employer by providing short-term, temporary positions.

#### Try-Out Employment & Training Program

Try-Out Employment & Training is designed to benefit both the participant and the employer by providing short-term, temporary employment to those who lack a significant work history and/or have little or no job skills, and to familiarize them with the world of work. Try-Out Employment in many ways is similar to Work Experience, with the exception that the employer does not have to consider hiring the participant.

#### Supplemental Youth Services Program

Supplemental Youth Services (SYS) employs Native American youth, ages 14-21, to increase their knowledge and awareness of local job opportunities by hands-on skills training and exposure to the world of employment.

#### Classroom Training Program

Raising the educational/skill level is the primary goal of Classroom Training with emphasis on retraining those individuals who find their skills have become obsolete or unmarketable due to a shift in job trends as a result of economic changes. The service is provided to participants interested in attending a vocational technology center.

#### Support Services Program

Supportive Services is a one-time service offered for items such as uniform expense, small tools, gas vouchers, etc. for the participant who has sought and obtained unsubsidized full-time, permanent employment in a profit or non-profit organization. Supportive service provides needed assistance for participants to begin their employment, in most instances, before their first pay check is received.

### American Indian Vocational Rehabilitation Program (AIVR)

The AIVR provides culturally-relevant vocational rehabilitation services to American Indians who have a documented disability that is an impediment to employment. The AIVR has three locations within the tribal jurisdiction: El Reno (AIVR Program Headquarters), Watonga, and Clinton. The Program has served over 500 disabled American Indians since 1997. Program participants who meet program eligibility requirements are eligible for the following services:

- *Employment services for job placement and retention of suitable employment based on a participant's abilities and interests*

- *Telecommuting employment opportunities*
- *Individual business ownership*
- *Advocacy and promotion of self-sufficiency and a better quality of life for full inclusion in society.*

### Cheyenne and Arapaho E.O.T.S. Department

The Tribe's E.O.T.S. Department assists tribal members with vocational training opportunities and also implements the TERO requirements, and employment assistance needs. Program services are described below.

<b>Cheyenne and Arapaho E.O.T.S. Department</b> The Cheyenne and Arapaho Tribes Employment Opportunity & Training Services (E.O.T.S.) Department provide services to Native Americans to assist with Vocational Technical Training and/or Employment Assistance. Programs include:	
<b>Job Placement &amp; Training - AVT Grant Program</b> The Job Placement & Training-AVT Grant Program provides educational grants for tribal members to attend accredited approved public or private vocational training institutions with a two (2) year vocational program, and/or three (3) year Registered Nurse Training programs.	<b>Direct Employment Assistance (DEA) Program</b> The DEA Program provides assistance to Native Americans who have attained employment on or off the reservation.
<b>Tribal Employment Rights Office (TERO)</b> The TERO Office enforces the Tribal Ordinance Number 5199002 to require fair employment of American Indians and to prevent employment discrimination. The TERO Office enforces Indian Preference hiring practices and compliance which insures that Native Americans gain their rightful share of employment, training, business and all other economic opportunities on or near the tribal jurisdiction.	<b>Native Employment Works Program (NEW)</b> The Tribes Native Employment Works (NEW) Program provides training and employment services to Native Americans whose income criteria falls at the 100% poverty level guidelines. Participants may be able to receive supportive services such as eyeglasses, uniforms, car repair, supplies, driver's license fee and transportation costs while completing an employment plan developed between the employee and NEW program staff.
<b>Employment &amp; Training Assistance (GRAP) and Unmet Needs (UMNP)</b> The GRAP Program offers financial assistance for enrolled tribal members participating in: Classroom training, vocational technical certifications, licenses, transportation, tuition or fees related to training or employment. The Unmet Needs program is available to tribal members residing outside the tribal jurisdiction or preferably out-of-state residents who do not qualify for the D.E.A or GRAP Programs.	



## **Cheyenne & Arapaho Tribal College (CATC)**



The Cheyenne and Arapaho Tribal College (CATC) is a tribally-controlled institution of higher education established in 2006. CATC inaugurated Dr. Henrietta Mann as the first college president on April 3, 2008. CATC is currently and temporarily located on the main campus of Southwestern Oklahoma State University in Weatherford, as a result of a Memorandum of Understanding entered into between the Cheyenne and Arapaho Tribal College Board of Regents and SWOSU on May 25, 2006. CATC currently has a faculty of twelve (12); a staff of four (4); and an eleven (11) member Board of Regents.

SWOSU continues to serve as a partner with CATC as it progresses through its initial developmental stages to become a fully operable and autonomous college. This process will require

a CATC Facility located separate from the SWOSU campus, in which CATC is currently working towards. CATC continues to search for and identify a suitable site to build an independent campus. However, the lack of capital funding to purchase land, to complete a college master plan, and to cover construction costs remains as barriers.

Since CATC is still in the early stages of development as a tribal institution of higher education, CATC has not reached formal accreditation yet. Once CATC reaches the goals of becoming a fully operable and autonomous college, the college will apply for Associate Membership with the American Indian Higher Education Consortium (AIHEC), and then seek approval to pursue Regular Membership in AIHEC, which when approved will make CATC eligible for federal funding and other educational resources.

CATC personnel are working with various groups to develop associate's degrees and certificate programs. Currently CATC offers courses that will lead to an Associate of Science degree in

Tribal Administration, with some courses taught in a distance education environment off-site. CATC plans to expand curriculum to offer courses to support new and emerging technology fields to help prepare tribal members to work in skilled jobs.<sup>18</sup>



*Dr. Henrietta Mann, Cheyenne & Arapaho Tribal College President (Source: SWOSU.edu)*

## **Cheyenne and Arapaho Department of Education**

The Cheyenne and Arapaho Tribes Department of Education has developed a wide range of direct service programs that provide educational assistance, support, and encouragement for tribal members who desire to acquire gainful employment to promote self-sufficiency for the entire family. Many services are also extended to members of other tribes who reside in the Cheyenne and Arapaho tribal jurisdiction. The Department of Education offers multigenerational

<sup>18</sup> Southwestern Oklahoma State University (SWOSU). Cheyenne and Arapaho Tribal College (CATC) General Information. Website: <http://www.swosu.edu/catc/gen-info.asp> and CATC reference information submitted by President Mann's Staff in November 2010.

programs for all educational levels.<sup>19</sup> Programs offered:

- *Higher Education*
- *Adult Education*
- *Johnson O'Malley*
- *R.E.SpE.C.T.*
- *Child Development*
- *Headstart*
- *School Clothing*
- *Language*
- *Culture & Heritage*
- *Tribal Youth Program*
- *Video Production*

### Cheyenne & Arapaho Technology & Innovation Training Center (CATI)

CATI provides quality training to help tribal members qualify for gainful employment. Training programs focus on the development of job skills in computer technology. CATI is a component of the Cheyenne and Arapaho Department of Education and is located in El Reno. Training classes offered in a computer laboratory/classroom setting are:

- *Computer Literacy*
- *Basic Mathematics*
- *Computer Technology: A+ Operating System, A+ Certification, and A+Core Hardware*

University, College, or Vocational Training	Location
Cheyenne and Arapaho Tribal College	Weatherford
Cheyenne and Arapaho American Indian Vocational Rehabilitation	El Reno, Clinton, Watonga
Cheyenne and Arapaho Technology & Innovation Training Center	El Reno
Canadian Valley Vocational Center	El Reno
High Plains Technology Center	Woodward
Northern Oklahoma College	Enid
Northwestern Oklahoma State University	Alva, Enid, Woodward
Oklahoma Panhandle State University	Goodwell
Redlands Community College	El Reno
Southwest Technology Center	Altus
Southwestern Oklahoma State University	Weatherford, Sayre
Western Oklahoma State College	Altus
Western Oklahoma Technology Center	Weatherford
Western Oklahoma Area Vocational Technical School	Burns Flat

## Higher Education Institutions

Higher educational facilities in the tribal jurisdiction offer two-year and four-year degree programs, along with certificate programs. A listing of colleges, universities, and vocational training programs in or near the tribal jurisdiction is shown in the following chart.

<sup>19</sup> Cheyenne and Arapaho Tribes. Website: <http://www.c-a-tribes.org/programs>

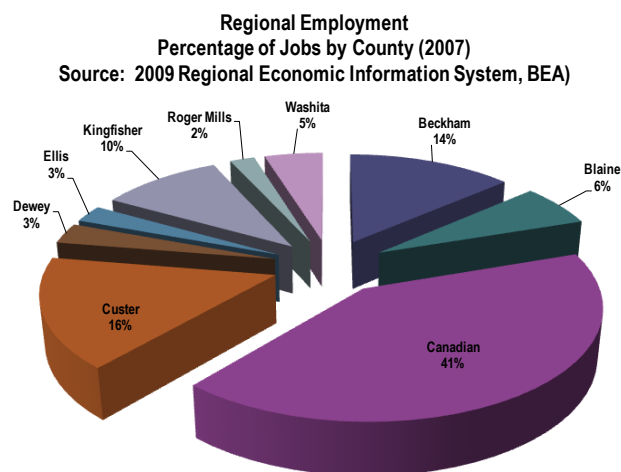
## Regional Employment

The total number of full-time and part-time employment (number of jobs) for the tribal jurisdiction in 2007<sup>20</sup> was approximately 102,978 as reported by the 2009 Regional Economic Information System of BEA. Of the 102,978 jobs, 9989 were Farm jobs, and 92,989 were non-farm jobs, which represented 90.3% of the employment in the region. Canadian County had the largest share of jobs in the region, representing 41%; followed by Custer at 16%, Beckham at 14% and Kingfisher County at 10%. The County with the lowest number of jobs in the region was Roger Mills County at 2% with a total 2,104 jobs, followed by Ellis County at 3% with a total of 2626 jobs. Figures 19 and 20 represent the percentage of jobs by county.

Figure 19 - Total jobs by county in 2007

County	Total Number of Jobs in 2007
Canadian	42701
Custer	16720
Beckham	14000
Kingfisher	10291
Blaine	6457
Washita	4941
Dewey	3138
Ellis	2626
Roger Mills	2104

Figure 20 - Total jobs by county by percentage in 2007



## Employment by Top Major Industries

All nine of the counties in the tribal jurisdiction have a significant number of government sector jobs, with Canadian and Custer Counties having the most government jobs in the region. Jobs in the retail trade sector were prevalent in Beckham, Canadian, and Custer Counties. The mining sector employment represented a large share of jobs in Beckham, Canadian, and Kingfisher counties. Canadian, Custer, and Kingfisher counties had the most manufacturing sector jobs in the region. The top five major industries by county are further described as follows:

2007 County Employment by Top Major Industries									
Industry	Beckham	Blaine	Canadian	Custer	Dewey	Ellis	Kingfisher	Roger Mills	Washita
Government	1243	972	6366	2946	519	416	946	414	872
Retail Trade	1711	540	4816	2151	353	228	802	141	395
Mining	1988	362	2165	971	d	128	1426	d	334
Construction	842	305	3837	902	143	80	624	d	333
Manufacturing	422	520	3299	1224	55	22	1332	d	82

Note: d - Not shown to avoid disclosure of confidential information, but estimates are included in the totals.

<sup>20</sup> Note: 2007 employment figures for the tribal jurisdiction by county are the most recent data available at the time of this study.

## Projected Industry Growth in the State

The Oklahoma Employment Security Commission's report on *Oklahoma Long-term Industry Employment Projections for 2006 to 2016* predicts that Oklahoma will have an overall growth of 174,240 jobs. Industry growth will be in the Education & Health Services Sectors, Professional & Business Services Sector, and the Leisure & Hospitality Sector.<sup>21</sup> In addition, Oklahoma is also predicted to be the leader in the nation in wind energy production by the year 2030. The Oklahoma Department of Commerce is currently building networks to promote wind energy throughout the state. Oklahoma plans to implement an integrated strategy that includes wind power production, wind power transmission and distribution (T&D), wind power consumption, wind component manufacturing, research and development, new technology commercialization, and education and training.<sup>22</sup> Figure 21 below shows a breakdown of each industry expected to grow by 2016.

**Figure 21 - Oklahoma Long-term Industry Employment Projections**

Employment Growth Industries	Statewide new jobs (2006 to 2016)
<b>Total Employment</b>	<b>174,240</b>
Natural Resources & Mining	5680
Construction	11,130
Manufacturing	-730 (decrease)
Trade, Transportation & Utilities	15,940
Information	2,070
Financial Activities	7,470
Professional & Business Services	34,010
Education & Health Services	48,270
Leisure & Hospitality	21,550
Other Services	5,580
Government	15,710
Agriculture	1,200

<sup>21</sup> State of Oklahoma. Oklahoma Employment Security Commission, *Industry Projections 2006-2016 Reports*

<sup>22</sup> Oklahoma Department of Commerce. Website article: [Oklahoma's Wind Energy Industry at a Glance](#).

## Projected Industry Growth in Region

The 2009 *Oklahoma Workforce Investment Area (WIA)* reports developed by the Oklahoma Department of Commerce were examined to determine the fastest growing industries and future occupations in the tribal jurisdiction. Industry growth is expected in the Transportation and Warehousing Sector, the Professional, Scientific, Technical Services sector, the Manufacturing sector, the Healthcare and Social Assistance, and Accommodation and Food Services Industry Sectors. The wind energy (Energy Sector) is a new emerging industry and is expected to grow in the tribal jurisdiction and throughout the state.

The reports suggested that oil and gas jobs, mining jobs, service unit operators, construction managers, truck drivers (heavy & tractor trailer), registered nurses, maids & housekeeping workers, combined food preparation & serving workers, and retail sales persons positions will be the fastest growing occupations in the region. The oil and gas and mining occupations are transferrable skill sets that can be applied to the wind industry which is expected to grow in the region through 2016.<sup>23</sup> The WIA projected growth reports are organized by workforce region: the Southwest WIA, the North Central WIA, the Northwest WIA, and the Central WIA. The following is a summary of regional projections from these reports.

## Southwest WIA Projected Industry Growth

The Southwest Work Investment Area (WIA) which includes (Roger Mills, Beckham, Custer, Washita Counties), employment projections report for 2006 to 2016, indicated that the region will experience a growth of 4410 new jobs in the Transportation and Warehousing industries. Most job openings in this area will be for Cashiers, Truck Drivers, Heavy & Tractor-trailer Drivers, and Salespersons positions.

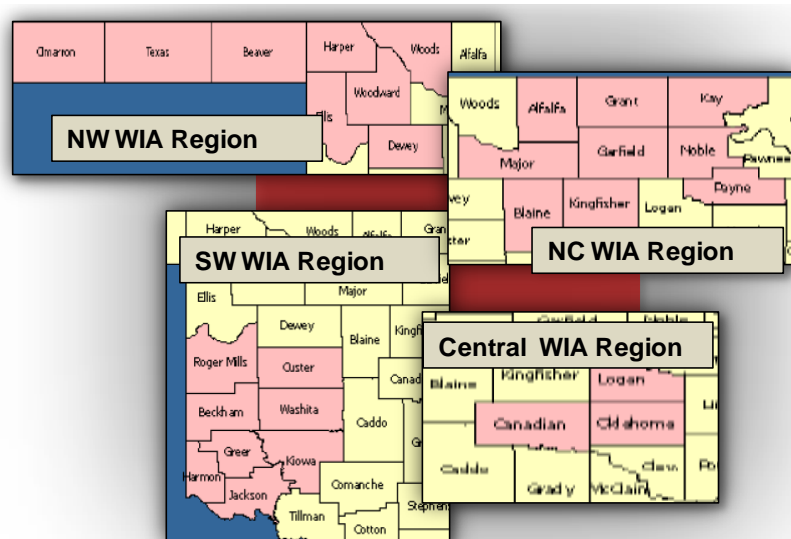
<sup>23</sup> Oklahoma Department of Commerce. [Southwest Oklahoma WIA Economic Profile](#) (November 2009 Issue), and [Northwest Oklahoma WIA Economic Profile](#) (October 2009 Issue) [www.okcommerce.com](http://www.okcommerce.com)

## North Central WIA Projected Industry Growth

The North Central WIA 2006 to 2016 employment projections report (includes Blaine and Kingfisher Counties) indicated a growth of 6650 New Jobs to the region in the Professional, Scientific, Technical Services sector. Most job openings will be for Cashiers, Retail Salespersons, Waiters and Waitresses positions. The report noted however, that Blaine County experienced a net loss of 67 Healthcare & Social Assistance jobs between the years 2005 to 2009. In addition, a major employer, the Diamondback Correctional Facility, lost a major contract to house inmates from the State of Arizona, resulting in a loss of over 1000 jobs to the Watonga area.

## Northwest WIA Projected Industry Growth

The Northwest WIA employment projections report for this same timeframe (includes Dewey and Ellis Counties) projected a growth of 2860 new jobs to the region by 2016 in the manufacturing sector. Most job openings will be for Cashiers, Farm Workers and Laborers, Freight, Stock, and Material Movers.



## Central WIA Projected Industry Growth

The Central WIA projections report (includes Canadian County and a portion of the Oklahoma City MSA) projected that the Central region, which is the eastern edge of the tribal jurisdiction, will experience a growth of 52,390 jobs by 2016, with projected industry growth in the Healthcare and Social Assistance, and Accommodation and Food Services Industry Sectors. Most Job Openings to support these sectors will be for Retail Salespersons, Waiters and Waitresses, Cashiers, Customer Service Representatives, General Office Clerks, and Combined Food Preparation and Serving Worker positions.<sup>1</sup>



## Major Employers in the Region

The following listing of major employers located within the tribal jurisdiction shows a large group of employers with 50 employees or more.

### Major Employers with 50 or More Employees

Major Employer	Location	Employees	Industry Type
Great Plains Regional Medical	Elk City	325-375	Healthcare
North Fork Correctional Facility	Sayre	325-375	Private Prison
Elk City Public Schools	Elk City	325-375	Education
Wal-Mart	Elk City	200-250	Retail
Superior Fabrication	Elk City	150-200	Steel Fabricators
Great Plains National Bank	Elk City	150-200	Financial Institution
City of Elk City	Elk City	100-150	Government
Bar-S Foods Co.	Elk City	100-150	Distribution Center
Hutchinson Oil Company LLC	Sayre	100-150	Petroleum Wholesaler
Sayre Memorial Hospital Inc.	Sayre	100-150	Healthcare
Integrated Production Services, LLC	Elk City	100-150	Oil and Gas Extraction
Cudd Pressure Control, Inc.	Elk City	100-150	Support Activities for Oil and Gas
Beckham County	Sayre	100-150	Government
Weatherford International, Inc.	Elk City	50-100	MFG Oil and Gas Field Machinery
Marathon Oil Corp	Watonga	79	Crude Oil Production & Oil & Gas Exploration
Watonga Municipal Hospital	Watonga	Unknown	Healthcare
Canadian Valley Technological Center	El Reno	Unknown	Education
Universal Trailers	El Reno	700	Mfg
Dexter Axle	El Reno	150	Mfg
Gemini Coatings	El Reno	112	Mfg
Lucky Star Casino	Concho	300	Gaming & Recreation
Southwestern Oklahoma State Univ.	Weatherford	600-700	Education
Lucky Star Casino	Clinton	300-350	Recreation
Weatherford Public Schools	Weatherford	300-350	Education
Clinton Public Schools	Clinton	300-350	Education
Integris Health	Clinton	200-250	Healthcare
Clinton Veterans Center	Clinton	200-250	Residential Facility
Elk Supply Co.	Clinton	150-200	Retail
Western Equipment LLC	Clinton	150-200	Farm and Garden Wholesaler
Wal-Mart	Weatherford	150-200	Retail
Weatherford Regional Medical Center	Weatherford	150-200	Healthcare
BOP Ram-Block & Iron Rentals, Inc	Weatherford	100-150	Oil & Gas Services
Advanced Home Care Services, Inc.	Weatherford	100-150	Healthcare
City of Clinton	Clinton	100-150	Government
Custer County	Arapaho	100-150	Government
City of Weatherford	Weatherford	100-150	Government
BJ Services	Clinton	100-150	Oil & Gas Services
Koch Oil Co	Weatherford	100-150	Petroleum Wholesaler
Bar-S Foods Co.	Clinton	400-500	Meat Processing
Imation Corp.	Weatherford	100-150	Mfg Computer Equipment
Mars Pet Care US., Inc.	Clinton	50-100	Mfg Dog & Cat Food & Supplies
Danlin Industries Corp.	Thomas	50-100	Mfg - Coking Chemicals



Major Employer (Continued)	Location	Employees	Industry Type
WW Mfg. Co., Inc.	Thomas	50-100	Mfg. Cattle Feeding & Watering Equipment
Seiling Public Schools	Seiling	50-100	Education
Dewey County	Taloga	50-100	Government
J & L Services LLC	Shattuck	50-100	Freight Trucking
Newman Memorial Hospital	Shattuck	50-100	Healthcare
Ellis County	Arnett	50-100	Government
Shattuck Public Schools	Shattuck	50-100	Education
Shattuck Nursing Center, Inc.	Shattuck	50-100	Healthcare
Seaboard Farms of Oklahoma, Inc.	Hennessey	700-800	Mfg
Pioneer Telephone Corp.	Kingfisher	600	Mfg
Roger Mills County	Cheyenne	50-100	Government
Cheyenne Public Schools	Cheyenne	50-100	Education
Hammon Independent Schools	Hammon	50-100	Education
Farmer Supply & Transportation Co.	Cheyenne	50-100	Transportation
Roger Mills Memorial Hospital	Cheyenne	50-100	Healthcare
Haliburton Energy Services, Inc.	Burns Flat	150-200	Oil & Gas Services
Western Technology Center	Burns Flat	100-150	Education
Burns Flat-Dill City Schools	Burns Flat	100-150	Education
Cordell Schools	Cordell	100-150	Education
Cordell Christian Home	Cordell	50-100	Healthcare
Southwestern OK Development Authority	Burns Flat	50-100	Quasi-Government Council
Sewell Bros., Inc.	Cordell	50-100	Construction
Washita County	Cordell	50-100	Government
Sentinel Public Schools	Sentinel	50-100	Education
City of Cordell	Cordell	50-100	Government

## Average Annual Wage

The average wage per job in 2008 ranged between \$29,810 in annual salary in Blaine County to \$41,151 in Beckham County. The majority of annual wages paid in the tribal jurisdiction were lower than the state wage of \$37,836, and of the annual wages in the United States of \$45,716. Figure 22 lists 2008 annual wages by county.

**Figure 22 - Average Annual Wage per Job in 2008.**

Average Annual Wage Per Job 2008		
County	Annual Wage	Estimated Hourly Rate
Beckham	\$41,151	\$19.78
Blaine	\$29,810	\$14.33
Canadian	\$35,288	\$16.97
Custer	\$32,418	\$15.59
Dewey	\$31,285	\$15.04
Ellis	\$34,359	\$16.52
Kingfisher	\$36,529	\$17.56
Roger Mills	\$32,597	\$15.67
Washita	\$32,516	\$15.63
Oklahoma	\$37,836	\$18.19
United States	\$45,716	\$21.98
Source: Regional Economic Information System, Bureau of Economic Analysis, Table CA34 Released 12/21/2008		

## Transportation Access

The Cheyenne and Arapaho Tribes tribal jurisdiction has good access to a variety of transportation modes. The tribal jurisdiction is well-served by west Interstate 40, and other federal, state, tribal, and local roads that have been well-maintained, along with tribal and public rural transit options, public and private airports, and major railroads. In addition, all tribal trust lands have access roads to each site, which are routinely maintained by the Tribe's Indian Roads Program. Each transportation mode available in the tribal jurisdiction is described below.

### Public Rural Transit

#### ***Cheyenne & Arapaho Tribal Transit (CATT) Program***

The Tribes recently implemented a tribal transit system in December, 2010. The transit program has both fixed and on-demand routes in the tribal jurisdiction. The program is open to all Cheyenne and Arapaho tribal members and the general public in the area. The transit program rider fares begin at \$1.00 per ride plus .25 cents per bus stop, with a discount fare for elders and tribal members. The fixed routes make several stops in the morning and afternoon at specific locations between Concho, Elk City, and to the Seiling and Canton areas. Some of the transit stops are: convenience stores, grocery stores, Wal-Mart, Redlands Community College, Indian Health Service, the tribal Education Department, the Canadian Valley Technology Center, the Lucky Star Casino, the Smoke Shops, tribal Childcare, and the tribal complex in Concho. The on-demand routes require a 24-hour advance notice with a cost of \$2.00 for every 40 miles. CATT program has the potential to increase transportation options in the tribal jurisdiction for tribal members, and access more job opportunities.<sup>24</sup>

In addition to the Tribal Transit Program, there are three (3) public rural transit providers in the region

who offer various state-funded services within the tribal jurisdiction. There are approximately 20 rural transit systems in operation throughout the State of Oklahoma. Of the two (2) types of transit services, on-demand services are offered in Beckham, Blaine, Canadian, Custer, , Ellis, Kingfisher, Roger Mills, and Washita counties. On-demand transit providers are identified as:

Public Rural Transit	Location
Cheyenne & Arapaho Tribal Transit Program	Concho, Calumet, Geary, El Reno, Watonga, Canton, Seiling, Weatherford, Clinton, Hammon, and Elk City Communities
Cherokee Strip Transit	Blaine, Kingfisher Counties
MAGBEE Transit	Dewey, Ellis, Blaine, Canadian Counties
Red River Public Transportation Services	Roger Mills, Beckham, Custer, Washita, Canadian Counties

### Inter-City Bus Lines

There are three inter-city bus lines located in Oklahoma that run either through or adjacent to the tribal jurisdiction. They are identified as: *Greyhound Lines*, *Jefferson Lines*, and *TNM&O*.

### Railroads

There are approximately 20 freight railroads that operate in Oklahoma, with a total of 3,234 miles of track. The tribal jurisdiction has a number of railroad routes located within the boundaries. The railroad companies that utilize these routes mainly transport freight. The companies are:

Railroad Company	Location
Farmrail Corporation	Beckham, Custer, Roger Mills, Washita Counties
Grainbelt	Blaine, Custer, Dewey, Washita Counties
Union Pacific	Canadian, Kingfisher Counties
Austin, Todd & Ladd	Canadian, Blaine Counties
Stillwater Central Railroad	Canadian County

<sup>24</sup> Cheyenne and Arapaho Tribes. [C&A Tribal Transit "Get on Board" brochure](#). Roads Program

## Airports

Oklahoma has two major international airports for passenger and air cargo services, three regional airports, and approximately 140 public-use general aviation airports located throughout the state. The

major air cargo users in Oklahoma include oil companies, auto parts distribution firms, electronics firms, and other special industries. The major airport facilities accessible to the tribal jurisdiction are:

Major International or Regional Airports	Location
Will Rogers World Airport (Major International)	Oklahoma City
Tulsa International Airport (Major International)	Tulsa
Woodring Regional Airport	Enid
Lawton-Fort Sill Regional Airport	Lawton
Ponca City Regional Airport	Ponca City

## Major Highway Corridors

Oklahoma has seven major highway corridors. Interstate 40 (which runs along the south boundary of the tribal jurisdiction) is a regional trunk interstate that connects Barstow, CA with Wilmington, NC nationwide. Within the Oklahoma state boundaries, Interstate 40 runs east-west centrally through the state, and connects the cities of Erick, Sayre, Elk City, Clinton, Weatherford, El Reno, Oklahoma City, Midwest City, Shawnee, Henryetta, and Sallisaw. A large number of tribal members travel daily on the Interstate 40 corridor, from El Reno to the western I-40 corridor, where a number of tribal communities are accessed. Travel destinations are made daily for tribal business or worksite locations. Other tribal programs that use the I-40 corridor include the Tribal Emergency Medical Services (EMS) unit, the Community Health Representatives (CHRs), the Substance Abuse Program, and tribal law enforcement. In 2003, the Oklahoma Department of Transportation reported the following Annual Average Daily Traffic (AADT) counts for the western portion of the Interstate 40 corridor:

- *West Interstate 40 from Oklahoma City to El Reno ranged from about 45,000 to 65,000 AADT*
- *West Interstate 40 from El Reno to the Texas state line ranged from about 18,000 to 28,000 AADT.*

## Principal Arterials

The principal arterials located within the tribal jurisdiction are US183, US281, US270, and US81. US Highway 81 is an important corridor for the Tribe's Concho community. This highway is the main access point into the Cheyenne and Arapaho tribal headquarters, the Concho Reserve, and other tribal communities.

## Truck Routes

Major truck routes are located within the tribal jurisdiction. In 2003, the Oklahoma Department of Transportation reported the average annual daily traffic for trucks (truck percentage) ranging between 11% to 41% in Beckham, Washita, Custer, Roger Mills, Dewey, Blaine, Canadian, and Kingfisher counties.

## Tribal Transportation Planning

The Tribe's Roads Program receives up to 2% of its Indian Reservation Roads (IRR) Program funds under the Relative Needs Distribution Formula (RNDF) for planning activities or to administer the Tribal Transportation Improvement Planning (TTIP) Program. Through the TTIP, the Tribes are responsible for ensuring long and short-term planning goals and objectives are developed and met. Long-term planning is accomplished through the Cheyenne and Arapaho Transportation Plan 2001-2020 Report, which contains transportation objectives developed to improve roads, bridges,

infrastructure, and a transit system on Cheyenne and Arapaho lands. Short-term planning processes allow the Tribes to update the long-term transportation plan and implement a priority list of transportation-related activities. Short-term activities range from transportation planning tasks, improvements to tribally-owned roads, drive-way access, and parking lot maintenance.

### **Safe Drivers Program**

The Roads Program implemented a new program called the Safe Drivers Program for Cheyenne and Arapaho tribal members. The Safe Drivers Program will provide direct services to tribal membership to improve driving skills and enhance the employability of Tribal members.

### **Indian Reservation Roads (IRR) Program**

The Tribes Roads Construction Program utilizes a team of construction staff to provide roadway maintenance for the tribal roadway routes and for specific transportation related projects located on tribal trust lands. The Roads Construction program maintains a total of 5,238.25 miles of tribal BIA roadway in the tribal jurisdiction.<sup>25</sup> The tribal roads inventory is organized by county in figure 23.

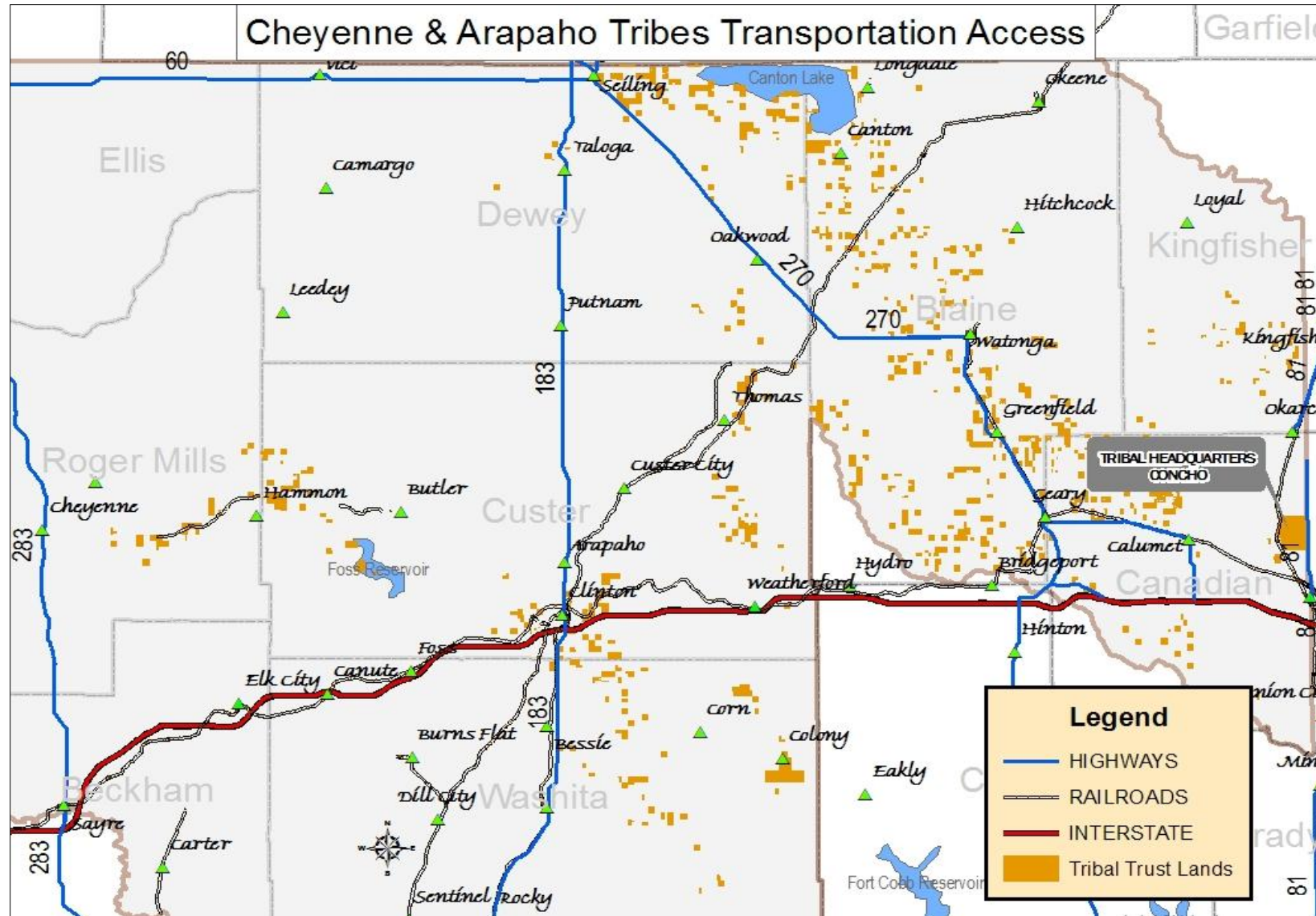
**Figure 23 – Tribal Reservation Roads**

County	Route Numbers	Total Number of Routes in 2008	Total Miles in 2008
Beckham	#2501 through #2584	84	424.50
Blaine	#1501 through #1404	147	592.25
Canadian	#3401 through #3801	129	567
Custer	#4501 through #4407	219	1211
Dewey	#5601 through #5755	156	711.75
Ellis	#6501 through #6402	52	332
Kingfisher	#7001 through #7584	82	484
Roger Mills	#8501 through #8582	82	367
Washita	#9501 through 9592	92	538.25

<sup>25</sup> Cheyenne and Arapaho Tribes. Roads Department, 2008  
Cheyenne and Arapaho Transportation Improvement Plan



Figure 24 - Transportation Routes



## Geography

### Topography

Oklahoma's topography is characterized as a diverse landscape of grazing and farm land, cropland, and woodland forests which contain rich natural resources that contribute to the State's economy in many ways. Natural resources include fertile soils, mixed vegetation, forested areas, minerals, and water resources. The ecology of the state is strongly related to the varied climate, terrain, geology, soil, and land uses. The Eco-regions or delineated ecosystems in western Oklahoma, located within the tribal jurisdiction feature Rolling Red Hills, Canadian/Cimarron Breaks, Gypsum Hills, Red Prairie, Pleistocene Sand Dunes, Prairie Tableland, and the Cross Timbers Transition.<sup>26</sup>

The terrain in the tribal jurisdiction consists of flat to gently rolling hills with elevations that range from 100 feet to 2000 feet with the average elevation level being 1500 feet. There is a significant amount of rough, broken land in the Mixed Grass Eroded Plains Type on the western portion of the tribal jurisdiction. The land contains deeply eroded ravines and brushy canyons and sand dunes along the Cimarron and North Canadian Rivers. The river bottom lands are mostly flat, resulting in occasional flooding. The tribal trust lands are dissected by four major rivers: The Washita, Canadian, North Fork of the Canadian and Cimarron. Numerous small rivers and streams also cross the area. Drainage is predominantly from northwest to southwest. There are two reservoirs located within the former reservation area: Foss Lake, located northeast of Elk City, and Canton Reservoir located near the Town of Canton. The North Canadian River runs through Ellis, Dewey, and Custer counties and borders Blaine and Canadian counties. The Washita River travels through Roger Mills, Custer,

and Washita Counties. The Cimarron River flows only into Kingfisher County.<sup>27</sup>



*Cheyenne & Arapaho tribal lands.*

### Soils

Soils in the lower elevations of the Cheyenne and Arapaho land base, principally the lower evaluation of Concho, El Reno, and the Canton areas, are soils of the reddish prairie and rolling red plains character. Soils found in the lower river bottoms and adjacent uplands are the Dale-Canadian-Brewer Association. The reddish-prairie resource area is named for the dominantly red sedimentary rock of the red beds formation which centers on Canadian and adjacent counties. Soils are mainly of the Mollisol Great group, having loamy surface soils eight to twelve inches thick and reddish loamy to clay-like sub-soils. The soils range from low to high in phosphate and nitrogen content. Rocks and soils of western Oklahoma are red in color, due to iron oxides present in bedrock.

### Climate

The climate of the tribal jurisdiction is described as a temperate, continental, sub-humid climate. It is characterized by hot summers, mild winters and

<sup>26</sup> U.S. Environmental Protection Agency. Western Ecology Division. Ecoregions of Oklahoma Level III Map

<sup>27</sup> U.S. Department of Interior. Bureau of Indian Affairs, Southern Plains Office. Agriculture Resource Management Plan for The Cheyenne and Arapaho Tribes of Oklahoma

relatively high wind velocities. Tropical thunderstorms and hurricane strength winds occur in the spring and summer seasons, resulting in tornadoes and hail storms. The strongest winds occur during March and April, with only slightly calmer winds during the summer. Winds in excess of 60 miles per hour are common during thunderstorms. The average daily temperature varies from approximately 36 degrees F. in January to around 83 degrees F. in July. In the summer, temperatures exceeding 100 degrees F. are common. Extreme temperatures, however, have ranged from -21 degrees F. in January to 119 degrees F. in August.

## Natural Resources

The Cheyenne and Arapaho Tribes own a significant share of natural resources in western Oklahoma and strive to understand the role of natural resources in the tribal economy. This includes the practice of stewardship to protect the environment and develop preservation measures for tribal lands for future generations of the Cheyenne and Arapaho People. Economic development utilizing tribally-owned natural resources in the past has been concentrated on the agricultural practices of ranch and grazing leases, farming practices, and oil and gas lease and exploration. In recent years, the Tribes have begun to expand the tribal economy with the use of natural resources with the establishment and expansion of a buffalo herd on tribal lands, and the establishment of alternative energy initiatives. The establishment of tribal water rights for economic beneficial use for the Tribes continues to be a complex issue that will be explored in the future, as the Tribes continue to expand the tribal economy. A current natural resource inventory of tribally-owned resources is described further in this section.

### ***Tribally-Owned Natural Resources***

The Cheyenne and Arapaho Tribes and individual tribal members collectively own surface and sub-surface resources on approximately 78,142 acres of land within the tribal jurisdiction. Tribally-owned trust lands total approximately 10,202 acres, and individual allotments are approximately 67,939

acres. These surface and sub-surface resources are administered by the Bureau of Indian Affairs (BIA), Concho Agency in El Reno, the Minerals Management Service (MMS), Lakewood, Colorado and Oklahoma City, and the Bureau of Land Management (BLM) in Tulsa, Oklahoma.

### **Tribal Oil and Gas**

The tribal jurisdiction contains a significant amount of oil and gas production resources. At the end of 2000, Oklahoma had 70 gas-processing plants concentrated in the western half of the state.<sup>28</sup> In 2009, the Bureau of Indian Affairs Concho Agency reported approximately 44 active oil and gas leases on the Cheyenne and Arapaho tribal trust lands, and approximately 1155 active leases on individual allotted lands.

### **Non-Fuel Minerals**

Western Oklahoma contains vast reserves of gypsum which is mined for wallboard, plaster, and cement retarder (a soil conditioner). Other major non-fuel minerals found in the region include anhydrite, bentonite, borates, clays, copper, dolomite, gravel, iodine, natural gas, petroleum, pumice, sand, salt, uranium, and vanadium. See figure 25 which shows the general location of non-fuel mineral resources in Oklahoma.<sup>29</sup>

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<sup>28</sup> Johnson, Kenneth S. and Luza, Kenneth V. Editors. Oklahoma Geological Survey, Earth Sciences and Mineral Resources of Oklahoma. Educational Publication 9

<sup>29</sup> Johnson, Kenneth S. Oklahoma Geological Survey, Geology and Mineral Resources of Oklahoma, Information Series #2, June 1998, pg. 3



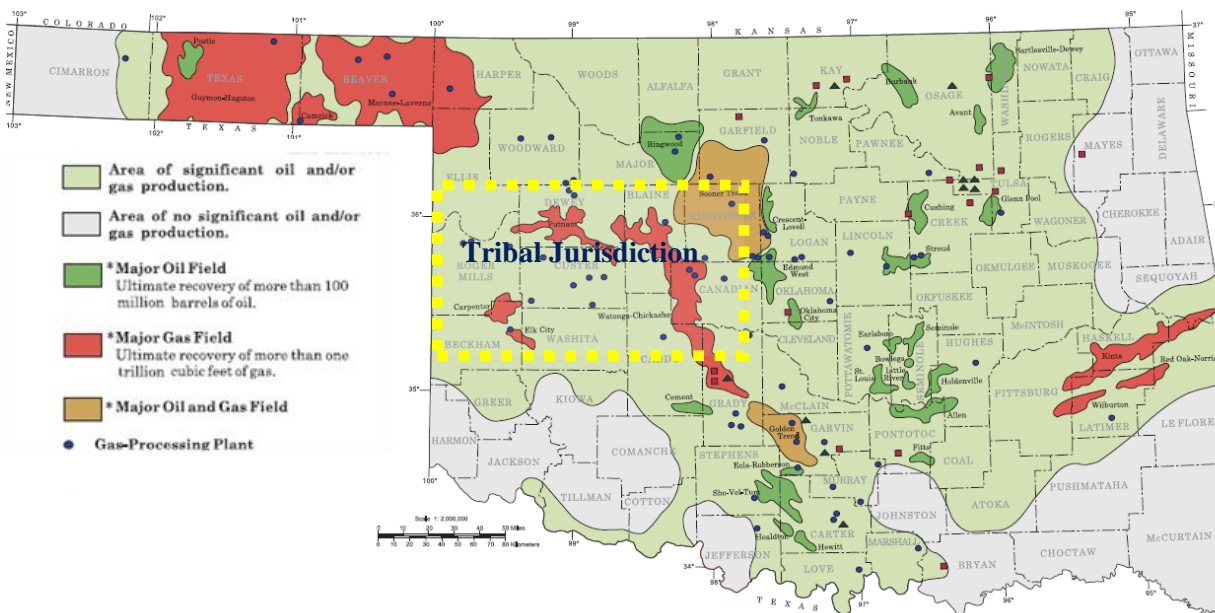


Figure 25 - Oklahoma Geological Survey map of oil and gas fields of Oklahoma

## Water Systems

### Surface Water

Surface water in the tribal jurisdiction is found in two major reservoirs containing approximately 15,900 surface acres of water. These two principle reservoirs are Canton and Foss reservoirs. These serve the purposes of irrigation, water supply, flood control, and recreation. Precipitation is the source all surface water and ground water in Oklahoma. Average annual precipitation ranges from about 17 inches in the western panhandle to as much as 56 inches in the far southeast. The entire state is drained by the Arkansas and Red Rivers and their tributaries. A large number of reservoirs, lakes, and ponds have been constructed on rivers and streams for flood control and to provide a dependable supply of surface water for municipalities, irrigation, recreation, and generation of electricity. There are numerous smaller lakes located in the tribal jurisdiction, such as the American Horse Lake and Crowder Lake.

### Canton Lake/Reservoir

Canton Lake is located in north central Oklahoma on the North Canadian River, two (2) miles north

of the Town of Canton. The U.S. Army Corps of Engineers operates five multi-use recreation areas which offer a combination of overnight camping and day-use opportunities to the visiting public. The public may view the lake from State Highway 58A which crosses over Canton Dam. Canton Lake provides several species of fish, including crappie, white bass, hybrid bass, channel catfish, walleye and largemouth bass. Canton Lake hosts an annual Walleye Rodeo fishing derby during the month of May.

### Foss Lake/Reservoir

Foss Lake is located approximately eleven (11) miles west of the City of Clinton, in Custer County. Foss Lake Park has eight (8) campgrounds consisting of a swimming beach, boating, 6 boat ramps, water skiing, fishing, playground, marina, & restaurant. The park also has 19 miles of equestrian and multi use trails. Facilities include 110 RV campsites with 10 full-hookups, 100 semi-modern, 32 with 50 amp service, and 68 with 30amp service. The lake is approximately 6,800 acres of open water with a dam that crosses the Red River Basin. Species dominate in Foss Lake include largemouth bass, crappie, catfish, and white bass.

## Aquifers and Groundwater Recharge Areas

Oklahoma's principal ground-water aquifers consist of stream and river deposits (alluvium and terraces), limestone, sandstones, gypsums, and fractured cherts. These aquifers yield water for irrigation, municipal, domestic, and industrial uses. Ground water provides about 80% of the water used for irrigation in the western portion of Oklahoma. The principal aquifers in the vicinity of the tribal trust lands include the Rush Springs Sandstone and alluvium, which consists of stream and river deposits of the Washita, Canadian, and the North Canadian Rivers. The Rush Springs aquifer is the source of large quantities of fresh ground water. Formations associated with the Rush Springs are the Marlow Formation, and the Weatherford Bed. Alluvial aquifers of importance occur along the larger streams in the area. These streams are the North Canadian, the Canadian and the Washita Rivers.<sup>30</sup>

evaluate promote the development of tribal energy and mineral resources on tribal lands. Figure 26 shows the wind resources located within the tribal jurisdiction.<sup>31</sup>

## Wind Energy Resources

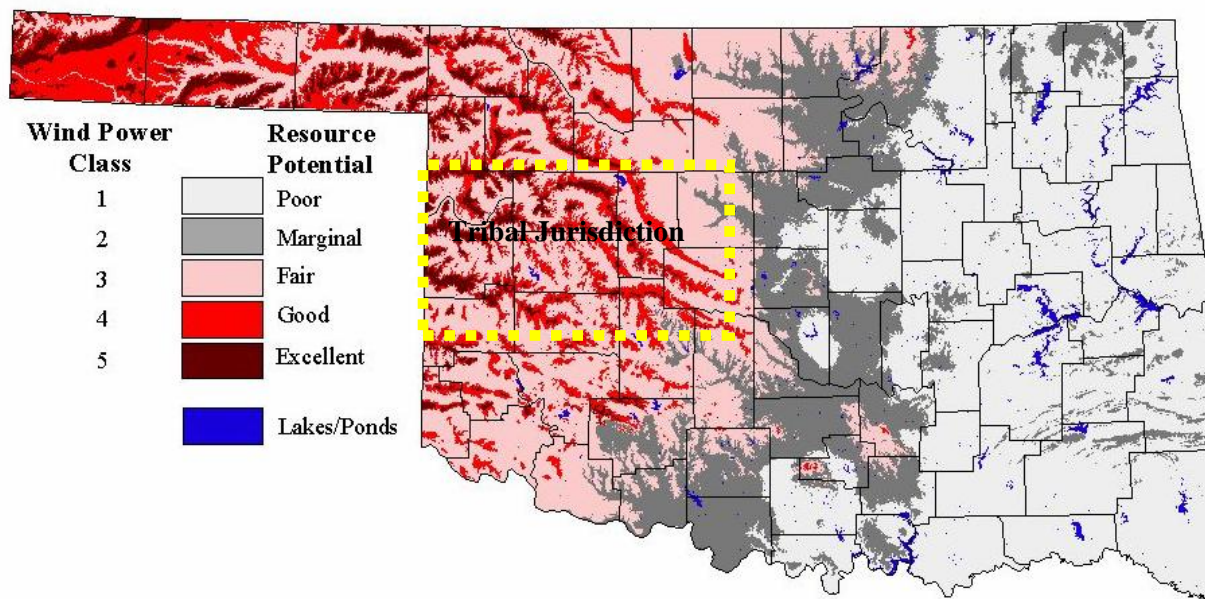
The Cheyenne and Arapaho land base contains significant wind and solar energy resources. Wind power class potential ranges from Class 3 to Class 4, according to the National Renewable Energy Laboratory validated maps at 50 meters. There is a tremendous opportunity to develop commercial wind at four potential sites on tribal lands for economic development. The Tribes are interested in developing these energy-producing resources using one or more renewable energy technologies either to power certain facilities (Tribal offices, health care facilities, schools etc.), and reduce/offset overall tribal power cost or supplement tribal revenue through a commercial system, while providing potential employment. In July 2010, the Third Legislature of the Cheyenne and Arapaho Tribes approved a tribal resolution (Resolution No. 3L-2010-RS-07-05) to authorize the tribal government to apply for grants through the Indian Affairs Office of Indian Energy and Economic Development (IEED), Energy and Mineral Development Program (EMDP) to

<sup>30</sup> State of Oklahoma. Oklahoma Geological Survey. Geology and Mineral Resources of Oklahoma, Kenneth S. Johnson, Information Series #2, June 1998

<sup>31</sup>[http://www.seic.okstate.edu/owpi/OKWindInfo/OWPI\\_documents/OK\\_Economic\\_Analysis.pdf](http://www.seic.okstate.edu/owpi/OKWindInfo/OWPI_documents/OK_Economic_Analysis.pdf)



Figure 26 - Oklahoma wind resource map estimated wind speeds at 50 meters. June 2006



### Existing Wind Farms in Tribal Jurisdiction

There are three Oklahoma wind projects located in the tribal jurisdiction. The Dempsey Ridge Project located in Roger Mills County near Elk City; The Red Hills Project located in Roger Mills and Custer Counties near Elk City; and The Weatherford Wind Energy Center in Custer County in the City of Weatherford. Woodward County, which is located north of Dewey County, adjacent to the tribal jurisdiction, has two (2) wind projects which are located near the City of Woodward: Oklahoma Wind Energy Center - A and B. The Oklahoma Municipal Development Authority purchases power from these two wind projects. The wind turbines from these projects produced approximately 153,448 megawatt-hours of energy during the year 2009, which provides enough power to serve 14,258 homes in Oklahoma. Figures 27 and 28 shows maps of the wind farms located in Oklahoma and existing transmission lines in the state.<sup>32</sup>

### Transmission Lines

Several transmission lines are located near tribal lands with voltages ranging from 69 kV to 345 kV.<sup>33</sup> An 800-mile transmission line is planned to be built by a Houston company to be located from the Oklahoma Panhandle to near Memphis, Tenn., to transport power from wind farms to the Southeast. The estimated \$3.5 billion project is expected to take five to seven years to complete. When finished, the line capable of transmitting 7,000 megawatts of electricity is expected to open markets in the Southeast to existing and potential wind farms in Oklahoma. Power from wind farms in northwest Oklahoma, western Kansas and the Texas Panhandle will be sent to the conversion station in Texas County and transmitted to the conversion station near Memphis. Construction is not expected to start until 2013 or 2014.<sup>34</sup>

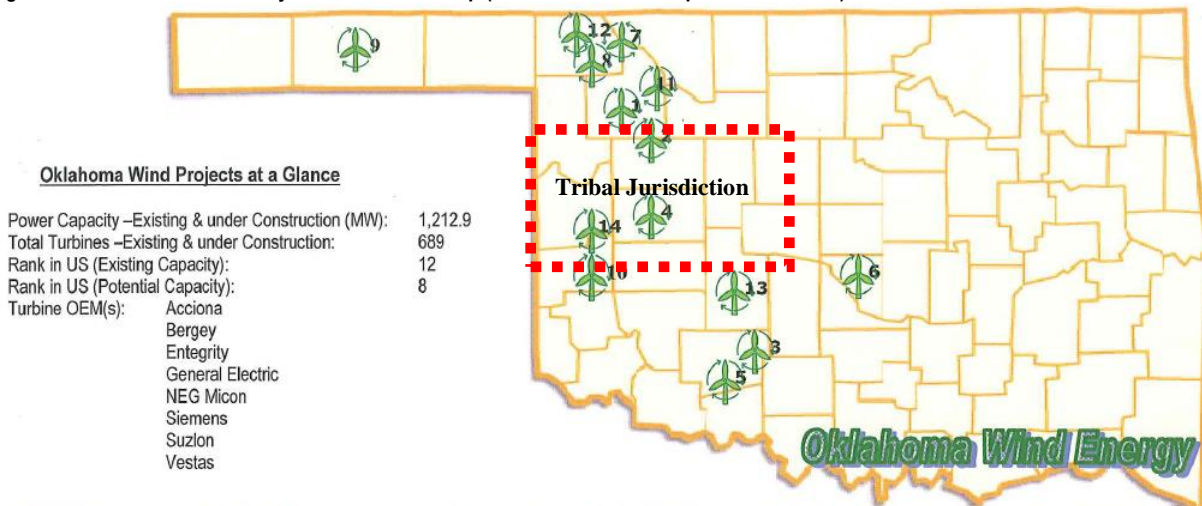
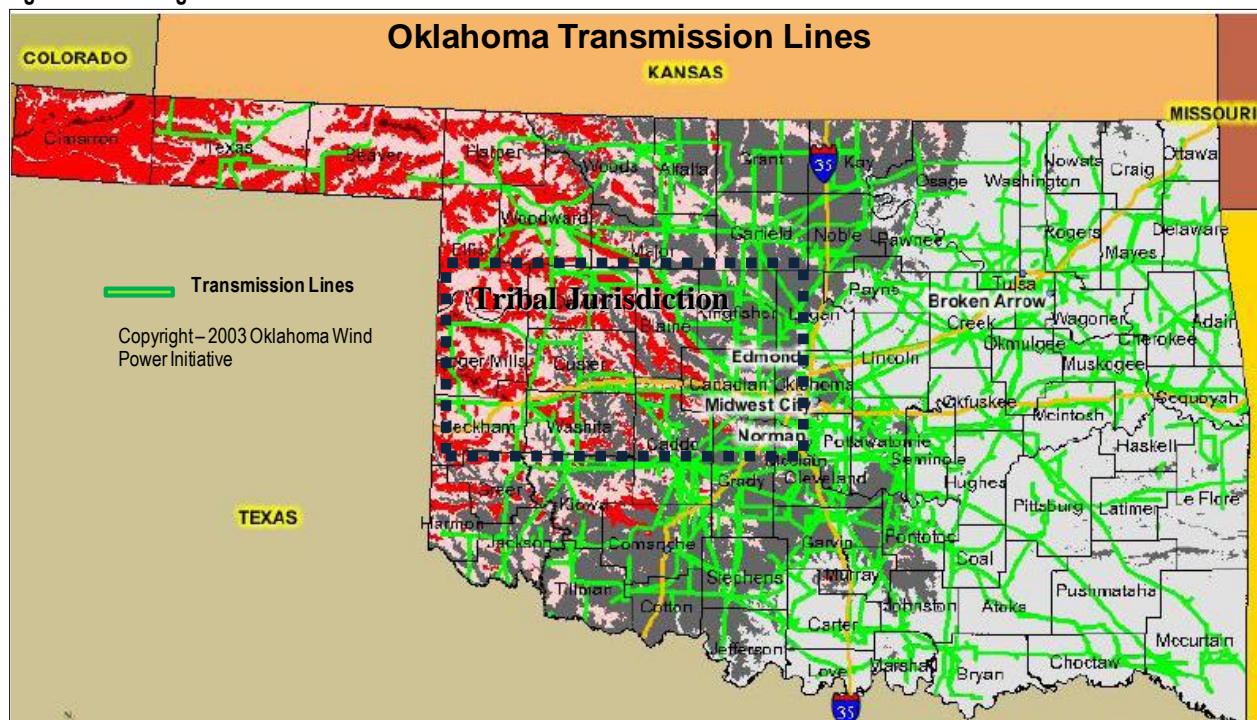
<sup>32</sup> Oklahoma Department of Commerce. Oklahoma Wind Projects at a Glance Map. <http://www.okcommerce.gov/wind>

<sup>33</sup> Office of Indian Energy and Economic Development, Division of Energy and Mineral Development, Native American Wind Resource Atlas.

<http://www.bia.gov/idc/groups/xieed/documents/text/idc009842.pdf>

<sup>34</sup> Page, David. The Panhandle Journal Record, Wind Power Transmission Line Planned from Oklahoma. 5/14/2010

Figure 27 - Oklahoma Wind Projects at a Glance Map (Source: Oklahoma Dpt. of Commerce)

Figure 28 - Existing Oklahoma Power Transmission Lines.<sup>35</sup>

<sup>35</sup> Oklahoma Department of Commerce. Oklahoma Wind Power Initiative. Oklahoma Transmission Lines, Oklahoma Wind Power Initiative Interactive Map <http://www.seic.okstate.edu/owpi/>

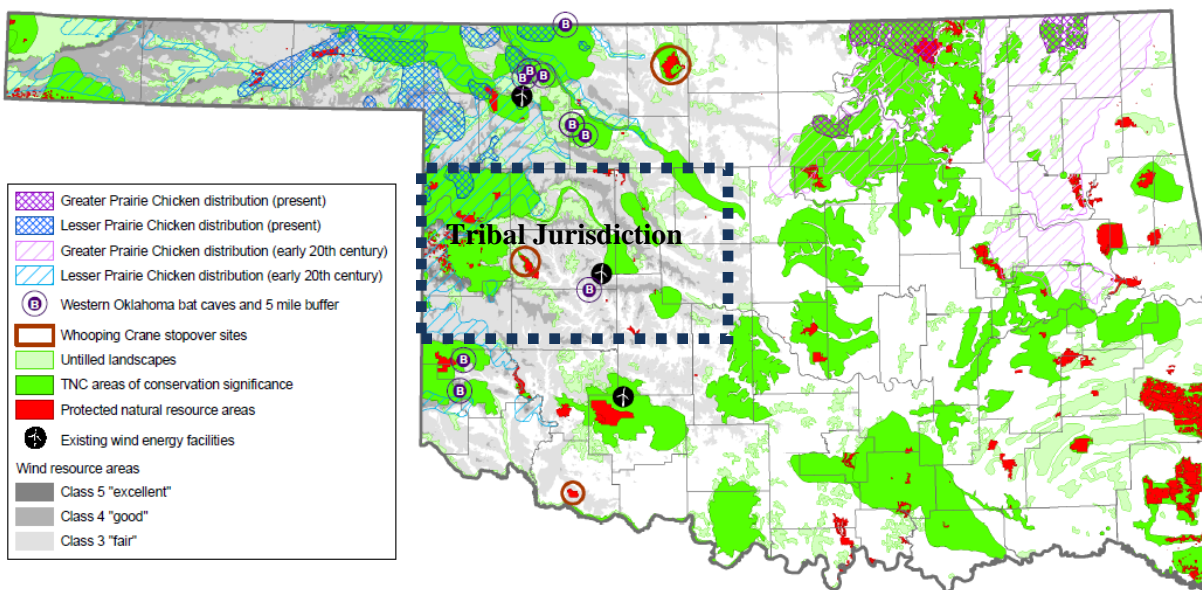
## Wildlife

Oklahoma's abundant wildlife habitat includes the presence of the scissor-tailed flycatchers, Texas horned lizard, black-tailed prairie dog, snowy plover, mountain plover, lesser prairie chicken, the least tern, swift fox, bald eagle, Arkansas River Shiner, and the black-capped vireo. The prairie habitat in the tribal jurisdiction features bat cave sites, whooping crane stopover sites, and includes areas protected by the Nature Conservancy of Oklahoma. The Nature Conservancy of Oklahoma's Four Canyon Reserve is located in Ellis County, near the Texas border, and encompasses over 4000 acres of protected habitat in the region. The Conservancy map below shows the diverse natural prairie habitats and protected natural resources in the state.<sup>36</sup>

### Oklahoma Natural Resources: Wind, Wildlife, Untilled Landscapes, and Protected Areas



This map depicts general areas of conservation sensitivity and is intended to provide general guidance for wildlife appropriate siting of wind farms, transmission lines and other landscape-altering structures.



<sup>36</sup> The Nature Conservancy of Oklahoma.

Website: [http://www.nature.org/wherewework/northamerica/states/oklahoma/preserves/four\\_canyon.html](http://www.nature.org/wherewework/northamerica/states/oklahoma/preserves/four_canyon.html)



## Cultural Resources

The Cheyenne and Arapaho People have retained much of their culture and traditions handed down to them through ancient generations. This includes the social and religious aspects of their ancestors' customs. Almost every weekend, cultural activities are scheduled at various locations in the tribal communities. The Tribes Culture & Heritage Program supports tribal cultural activities by providing support to community members who request assistance with organizing specific cultural events. Support comes in the form of financial assistance and/or tribal representation at the event. In addition, the Culture & Heritage Program provides intra-tribal consultation services that relate to the Cheyenne and Arapaho cultures. Samplings of cultural events that are carried out throughout the year are:

- *Traditional Hand Game*
- *Cultural Dance/Traditional Dance*
- *Traditional Singing of Cheyenne and Arapaho Songs*
- *Pow-Wows*
- *Horse Culture, Management, Horseback riding/trail riding and parade participation with tribal representation*
- *Buffalo Cultural, Management and Educational Activities*
- *Traditional Running Events, Sand Creek Run and the Buffalo Run*
- *Language Activities, Traditional Arts, Language Immersion Camps, Workshops*
- *Annual Tribal Council Meetings*
- *Other Traditional Ceremonies*

### Intertribal Powwows

During the summer months, there are at least five major powwows, which are major tourist attractions in Oklahoma, held at various locations in the tribal jurisdiction. These events are held over the weekends and accommodate campers who wish to set up tents or tepees.

### Historic Museums, Parks and Recreation

Culturally related recreational attractions include the Black Kettle Museum and the historical site of the Battle of the Washita. Both attractions are located in Roger Mills County. Roman Nose State Park in Blaine County is situated on the original allotment of Chief Henry Roman Nose. There are six national and state parks located within the tribal jurisdiction. In addition, the Cheyenne and Arapaho Tribes are affiliated with two national parks outside of Oklahoma. In-state parks are:

- *Washita Battlefield National Monument*
- *Foss State Park*
- *Roman Nose State Park and Lodge*
- *Boiling Springs State Park*
- *Alabaster Caverns State Park*
- *Red Rock Canyon State Park*

Out-of-State National Parks:

- *Sand Creek Massacre National Historical Site, Colorado*
- *Bear Butte National Monument, South Dakota*



Washita Battlefield National Historic Site (Source: Flickr.com)

## Environment

### Solid Waste

Solid waste is a growing problem that threatens the environmental quality of the Cheyenne and Arapaho tribal lands, human health, livestock, and wildlife. The Cheyenne and Arapaho Tribal EPA office has identified numerous illegal dumpsites located within the tribal jurisdiction. They have investigated over 24 dumpsites for hazardous waste. The Tribal EPA Office has recorded and documented these illegal dumpsites and collects data to show the size and variable contents of the site. The Tribal EPA Office is in the process of developing a solid waste, hazardous waste and/or environmental code, as well as an integrated solid waste management plan for tribal lands.

Illegal dumps on the Cheyenne and Arapaho Tribal Lands have been in existence for many years. One site, the old BIA Concho Boarding School (which was built in 1879 and demolished in the 1960s) poses a threat to human health and water because structures built prior to 1970 may contain dangerous levels of asbestos and lead base paint. The building is located 400 yards from the water plant and 300 yards from “Caddo Springs” (a natural spring that is used for cultural and ceremonial purposes).

Another site is located 300 yards from sacred ceremonial grounds used by the Tribes every summer for Sundance. Since these sites have never been characterized by assessment or testing many of them may pose a serious threat to the health of tribal members as well as members of the community, and the environment. There was another dumpsite by the ceremonial grounds by the drainage ditch to the corrals, and one across at the school. There was some concern about the run-off into the pond where the cattle, buffalo, and horses drink. Many of these illegal dumps have been used for years and their source and contents are unknown. The illegal dumping could become an environmental hazard in the future and create public health issues for the residents within the nine-county service area.

### Hazardous Materials

The majority of the historic buildings owned by the Cheyenne and Arapaho Tribes were constructed with asbestos building materials and lead based paint, which pose a hazard for retrofit and future uses. The future uses for these structures will be challenging and costly.



*Old abandoned tribal buildings located in Concho, OK.*

### Oil and Gas Activity

The contamination of water and air quality attributable to oil and gas exploration and production have posed problems on tribal lands resulting in soil contamination and possible contamination of groundwater sources. There are an estimated 300 working wells on lands under tribal jurisdiction.



**Natural Hazards**

The natural hazards resulting from the climate have affected tribal building structures, livestock, and agriculture. Natural hazards that pose a threat are tornadoes, severe thunderstorms, hail storms, snow and ice storms, and severe temperatures.

**Archeological Sites**

The Tribes trust lands contain many archeological resource sites and traditional cultural properties located throughout the tribal trust lands. These cultural resources have been surveyed and mapped

and are listed on file with the Tribes cultural resource staff. Currently, the Culture and Heritage department is in the process of establishing preservation areas on tribal lands. In addition, the Tribes have developed a Tribal Historic Preservation Office (THPO). Before any development, surface activities or land disturbance occurs on tribal lands, the Tribes must be notified for appropriate federal NEPA compliance requirements.



## Cheyenne and Arapaho Tribal Lands



## Infrastructure And Land Use

Cheyenne and Arapaho tribal trust lands (“Tribal Reserves”) are located in on the Concho, Canton, Watonga/Franklin, Clinton, Colony, and Hammon/Red Moon Reserves. Tribal trust land status is a process where the Secretary of the Department of Interior acquires title to property of land and holds it in trust for the benefit of an American Indian Tribe or individual tribal members. The use of trust lands is governed by the Tribes and subject to certain federal restrictions. Land uses for tribal trust lands include governmental operations, cultural activities, agricultural activities, tribal housing, social and community services, economic development, health care, and educational facilities.

The history of the Cheyenne and Arapaho land base in the tribal jurisdiction dates back to the late 1800s. During this timeframe, the Concho and Cantonment Indian Agencies were originally established by the U.S. Department of Interior in western Oklahoma. Initial infrastructure systems developed on tribal lands were built to support cattle and ranching operations, a few small buildings which housed government offices, school buildings, and small hospital facilities. In the 1940s, shortly after the first Cheyenne and Arapaho constitution was established, U.S. Congress transferred lands at Cantonment (also known as the Canton Reserve), Hammon, and Colony (former Seger School Reserve) to the Tribes. Between 1960 and 1978, the Concho Reserve and Clinton Reserves were acquired by the Tribes and placed into trust status. In addition to ownership of tribal trust lands, the Tribes also own non-trust status properties in the communities of Elk City, Calumet, El Reno, Watonga, Geary, Rodeo Joes Property (I-40 south of Geary), Seiling, and in Roger Mills County.

Continued economic development activities in the tribal jurisdiction will require adequate infrastructure systems that are designed to respond to ongoing growth. To plan for growth in the tribal jurisdiction, the Tribes have recently completed

long-term plans for the tribal reserves through the comprehensive planning process. During this process, major infrastructure on tribal lands was assessed and found to be in need of replacement, expansion, or upgrade, particularly in the areas of water supply, and solid waste and wastewater disposal treatment systems, transportation, and power lines. Outlined below are summaries of the basic infrastructure systems of the tribal reserves, and identification of immediate and future needs that will directly affect future economic growth potential for the Tribes.

## Water and Sewer Treatment

### Canton Reserve

The Canton Reserve contains over 90% vacant undeveloped lands that which are used for agricultural purposes. About three (3) % of this land is used for tribal business development or economic development purposes with the following facilities:

- *Headstart Building*
- *Headstart Annex Building*
- *Dilapidated Restrooms & Boat Dock*
- *Canton Indian Baptist Church building*
- *Canton Community Building*
- *Old High School Gym*
- *Feather Warrior Casino Facility*
- *Canton Smoke Shop*

The tribal facilities on the Canton Reserve are in great need of infrastructure upgrades so that the properties can be used for economic development purposes. Tribal offices and facilities were last renovated between the 1960s and 1970s. Many of these facilities have deteriorated over time and have been demolished because of substandard conditions. The Feather Warrior Casino and Canton Smoke Shop were established in 2006 and have fairly new infrastructure systems in place. However, the Tribes have plans to expand these facilities and will require upgraded systems to support future economic development demands on water supply and sewer treatment. The Reserve is fully accessed by tribally-owned access roads.

## Canton Infrastructure Needs

Most of the Canton Reserve is undeveloped vacant land, therefore, new infrastructure systems will be required to support economic development. Future plans at Canton include:

- *Lodge/Hotel Facility and Expanded Casino Facility*
- *Preservation and Expansion of the Indian Cemetery*
- *Campgrounds and Rental Cabins near Canton Lake*
- *Canton Lake Shoreline Improvements & Marina Access*
- *Tribal Housing*
- *Golf Course*
- *Expansion of Community Center and Head Start facility*
- *Rehabilitation & Detention Center*

## Concho Reserve

The Concho Reserve is the location of the Tribal Headquarters and is surrounded by the City of El Reno and the Town of Okarche, located near or adjacent to the tribal trust land boundaries. The Concho Reserve consists of 4190 acres of land. The tribal government uses four (4) % of the Reserve for tribal administrative/economic development purposes, oil and gas leases, and 96% of trust lands are used for agricultural purposes. The Concho Reserve contains most of the tribally-owned facilities, buildings, and structures that support the tribal government.

The Tribal Headquarters is comprised of over 40 buildings/structures dispersed throughout the Reserve. A large number of tribal programs are located in old historic buildings that were once used for tribal schools when the Concho Agency was first established in the late 1800s. The Reserve also contains a U.S. Post Office, a water lagoon (sanitary sewer treatment plant), a water treatment plant, a radio tower, and tribal housing units that are in substandard condition. To accommodate tribal government facility growth needs, the Tribes have purchased or leased metal temporary buildings to house tribal programs.

A large number of the tribally-owned structures on the Concho Reserve were constructed between the late 1800s and the late 1960s. Because of the age of the structures, the buildings were originally constructed with asbestos and other hazardous building materials, making retrofit expensive for future economic uses. The Reserve has well-maintained tribally-owned access roadways. The Concho Reserve water distribution system is currently at full capacity and cannot serve future developments. The water lines are in need of replacement due to the age of the current infrastructure. In addition, water quality continues to be a problem. The water at the Concho reserve is non-potable.

## Concho Infrastructure Needs

Future economic development will require the expansion or upgrade of existing infrastructure systems. The Concho Reserve has over 90% vacant undeveloped lands, and will require new infrastructure systems for future development. In addition, expansion of utility lines from the City of El Reno will be expensive, due to the topography of the area and proximity from the City municipal boundary. Future plans for economic development at the Concho Reserve are:

- *Expansion of Lucky Star Casino to include a Hotel/Resort*
- *Truck Stop and C-Store*
- *Grocery Store*
- *Expansion of Tribal Administration Building*
- *Gateway to Tribal Complex Enhancements*
- *Tribal Housing*
- *Expansion of Buffalo Herd*
- *Tribal Water and Sewer Treatment Facility Upgrades*
- *Power line Upgrades*
- *Wind Turbine Project*
- *Interpretative Tourism Center*



## Clinton Reserve

The Clinton Reserve is the main location for the Tribes medical and social service programs, such as the EMS, the Clinton Indian Health Clinic, the Eldercare Program, the Tribal Housing Authority, Alcohol Treatment Center, Child Development Center, Assisted Living Center, and a Head Start facility. The Clinton Reserve is also the site for the second Lucky Star Casino, and the Clinton Smoke Shop, both of which were recently expanded in 2009. The Reserve consists of 134 acres of tribal trust land. Primary land uses are medical and social service program delivery, commercial, and recreation. The tribally-owned facilities and building structures, in recent years, have been expanded or new facilities have been built to support growth. A new IHS Healthcare Clinic was built in 2008, replacing the old Clinton Indian Hospital, which is vacant at this time.

## Clinton Infrastructure Needs

New development projects will require upgraded, expanded, or new infrastructure systems. The City of Clinton and SWODA have worked with the Tribes in the past on the expansion of water lines for fire suppression to the Clinton Reserve. It is anticipated that these entities will be cooperative in the case of future infrastructure expansion or upgrade needs. Future plans for the Clinton Reserve include:

- *Expansion of Elder Care Services*
- *Tribal Housing*
- *Medical and Healthcare Related Industries*
- *Hotel/Resort near Lucky Star Casino*
- *Waterline Improvements*
- *Interchange on West Interstate 40 - Off Ramp to Access Clinton Reserve*

## Colony Reserve

The Colony Reserve is located approximately 20 miles south of the City of Weatherford, in Washita County. The Reserve consists of 2445 acres of tribal trust lands that which over 90% is used for agricultural and oil and gas lease purposes. The remainder acreage contains the old Seger Indian Training School buildings. These buildings are

historic structures originating from the first settlement of the educational colony of John Seger, founder of the Indian Training School (Seger School Reserve) in 1886. Because of the age of the school building structures, many of the buildings are currently in substandard conditions posing a hazard for public use. The Tribes currently utilize some of the lands on the Reserve for tribally-owned Pow Wow Grounds with a paved parking lot, a community building/pavilion shelter, three tribal housing units, and access roads to the site.

## Colony Infrastructure Needs

Development of the Reserve would require new infrastructure systems. Future plans for the Colony Reserve include:

- *Restoration and Reuse of Seger School Buildings and Grounds*
- *Equestrian-Oriented Business*
- *Upgraded Waterlines for future Tribal Housing and Businesses*
- *New Tribal Housing*
- *Agricultural Preservation*

## Franklin Reserve

The Franklin Reserve was originally categorized as an Indian allotment owned by Cheyenne and Arapaho tribal member Edward George Franklin. Mr. Franklin sold his share of land to the Cheyenne and Arapaho Tribes in 1975. The Reserve consists of 34.52 acres of trust land located within the City of Watonga municipal boundaries. Approximately 17 acres are undeveloped vacant lands that are used for agricultural purposes. The remainder of acreage is used for tribal business development and tribal service facilities. The Tribes have the Cheyenne and Arapaho Food Distribution Warehouse, the Indian Health Services Watonga Indian Clinic, a fitness center, and a second Feather Warrior Casino facility located on the Reserve. The infrastructure systems were built during the 1980s and 1990s, and can support existing tribal business and service infrastructure demands. The Reserve is fully accessed by tribally-owned access roads.



## Franklin Infrastructure Needs

Future infrastructure needs will require the expansion or upgrade of existing infrastructure systems and will require new systems to be built on vacant lands. The Reserve is located within the City of Watonga municipal limits; therefore, expansion of utility lines can be reasonably extended to tribal lands. Future plans for the Franklin Reserve include:

- *Expansion of Tribal Service Facilities*
- *Independent/Assisted Living Facilities or Rehabilitation Center*
- *Community Park*
- *Industrial/Warehouse Facilities with Railroad Access*
- *Community Center*

## Red Moon Reserve

The Red Moon Reserve is a 1280 acre site located in the small agricultural community of Hammon, 35 miles west of Clinton, and 17 miles north of Elk City. Over 90% of the trust land is used for agricultural purposes, and the Tribes own a small Community Center for public use. The Reserve consists of undeveloped vacant lands with no existing infrastructure.

## Red Moon Infrastructure Needs

Development of the Reserve would require new infrastructure systems. Future plans for the Red Moon Reserve include:

- *New Casino Facility*
- *Tribal Housing*
- *Grocery Store*
- *Agriculture Production & Grazing*
- *Preservation of Riparian Corridors*

## Seiling Development

A large number of tribal members reside in the Town of Seiling, which is located along Highway 281, west of the Canton Reserve. The Tribes do not own any trust property in this area, however, they have expressed a desire to develop

commercial businesses to provide job opportunities for tribal members. Depending on the proposed land acquisition on this area, any site purchased by the Tribes for economic development would require new infrastructure systems to support business development. Future plans for the Seiling area include:

- *Truck Stop and Repair Facilities*
- *Warehousing and Storage Facilities*
- *Land Acquisition for Tribal Businesses*

## Non-Trust Tribally-Owned Properties

### Elk City Property

The Tribes own approximately 52 acres of undeveloped vacant land (non-trust status) located adjacent to west Interstate 40 in Elk City. The Tribes acquired the parcel in 1999. Because the site is undeveloped, there is no existing infrastructure.

### Elk City Infrastructure Needs

Development of the site will require new infrastructure systems. The site is suitable for many types of business development, capturing a potential customer base from high traffic volumes on Interstate 40. Future plans include: *New Hotel and Casino* and a *Truck Stop and Convenience Store*.

## Other Tribally-Owned Properties

The Tribes own six additional properties (non-trust status) located within the tribal jurisdiction. Three of the properties are undeveloped and will require new infrastructure systems as future development occurs. The other three properties with building facilities have existing utilities and will require upgraded systems should they be expanded for other economic uses. These properties are:

Non-Trust Tribal Properties	Developed/Undeveloped	Location
120 Acre Site (Adjacent to W. Interstate 40)	Undeveloped/Vacant	El Reno
Tribal Housing Parcels	Undeveloped/Vacant	Clinton, El Reno, Watonga
Ora J. Wood Trust Property	Undeveloped/Vacant	Roger Mills County
Rodeo Joes Building	Developed	Geary
Calumet Grocery Store	Developed	Calumet
Geary Nursing Home Facility	Developed	Geary

## Other Community Resources

The majority of the tribal populations who reside outside of the tribal reserves live in local municipalities that provide publicly-owned water and sanitary sewer, and other utility services to residents. The municipalities within the tribal jurisdiction are:

- *City of Clinton*
- *City of Geary*
- *City of Watonga*
- *Thomas Public Works*
- *Canton Public Works*
- *Seiling Public Works Authority*
- *Town of Hammon*
- *Washita County Rural Water*
- *Maple Rural Water District #1*

## Electric Power Utilities

Major suppliers of electrical power in the tribal jurisdiction are: Public Service Company, Western Farmers, Caddo Electric Cooperative, Inc., Cimarron Electric, and Oklahoma Gas and Electric. The majority of the tribal reserves are in need of upgraded power lines. The Concho Reserve, the Canton Reserve, and the Clinton Reserve have a number of deteriorating overhead power lines that will need to be replaced with buried cables to supply an increase in capacity to support current and future economic development power requirements.

## Natural Gas Utilities

Major suppliers of natural gas to the tribal jurisdiction are: Oklahoma Natural Gas Company (ONG), Centerpoint Energy (Arkla), and Arkansas-Louisiana Gas Company (Arkla Gas).

## Telecommunications

The Cheyenne and Arapaho tribal program offices in Concho, Clinton, and Canton contract with private telecommunications facilities for wireless telephone services and for land-line service. Land line telephone services in the tribal jurisdiction are provided primarily by Pioneer Telephone Company and AT&T. Wireless telephone service is available through major cellular companies with local facilities in the tribal community areas.

The tribal administration is supported by a combination Voice-Over-IP (VOIP) and digital telecommunication phone system. This type of telephone system provides future expansion capabilities of the tribal government and allows additional capacity for tribal enterprises, such as a call center or other business. The Concho and Clinton Reserves are connected by a T3 circuit allowing for 45 megabytes bandwidth. T1 and T3 circuits are point-to-point data circuits that are provided through the AT&T telephone company. T1 circuits are primarily used by small and medium businesses to connect remote locations. Capacity for a T1 is about 1.5 million bits per second. T3 circuits are used to connect data centers or for high speed internet. All the buildings on the two major tribal reserves are connected with a fiber optic backbone. The other tribal offices and enterprises (i.e. Education, Social

Services, and Elder Care in El Reno) are connected to the network using point to point T1 circuits. The Tribes are creating a single IT domain for administrative data and telephone systems for the four tribal casinos.

Future IT projects will focus on a Green-IT initiatives using server virtualization to save on power consumption through better utilization of physical hardware. In addition, the focus on disaster recovery through the use of SAN technology provides a system that will be located at either end of the T3 between Concho and Clinton. This technology will result in rapid recovery from a disaster at either location. The SAN technology is a storage area network (SAN) that allows the attachment of a remote computer storage device, such as disk arrays to servers, where the devices appear as locally attached to the operating system. The SAN technology is an important factor in implementing a virtualization strategy and disaster recovery.<sup>37</sup>

## Industrial Parks in the Region

An industrial park is an area zoned and planned for the purpose of industrial development with a site that has access to utilities, major highway access, and suitable acreage of land for business integrated infrastructure in one location. The Oklahoma Department of Commerce offers a site certification program for industrial parks in the state.<sup>38</sup> State certified industrial parks located in the tribal jurisdiction are:

Industrial Parks	Location	Size in Acres
Clinton-Sherman Industrial Airpark	Burns Flat	2700
Canadian Valley Industrial Park	El Reno	160
El Reno Industrial Park 1	El Reno	160
El Reno Industrial Park II	El Reno	73.5

## Business Incubators

Business Incubators are physical spaces for accommodating many types of start-up or expanding small individual businesses and offer services to help fledging businesses to reduce the risk of failure. Incubators offer excellent benefits to small individual business owners to reduce overhead, and usually charge a modest rent schedule that is gradually increased over time. The majority of the state-supported business incubator programs are located in eastern and central Oklahoma. There are no business incubator facilities located in western Oklahoma at this time. The nearest facilities are:

Business Incubator Facility	Location
Francis Tuttle Technology Center and Business Program	Oklahoma City
Metro Technology Centers Business Development Center	Oklahoma City
Center for Emerging Technology & Entrepreneurial Studies	Lawton
Greenwood Business Resource Centre	Tulsa
I2E, Inc.	Oklahoma City
James W. Strate Center for Business Development	Enid
Meridian Technology Center Business Incubator	Stillwater
Metro Tech Business Development Center-North and South	Oklahoma City
Moore Norman Technology Center	Norman
Norman Economic Development Coalition, Inc.	Norman
Panhandle Technology Center Business Incubator	Ponca City
Rogers County Industrial Development Authority	Claremore
Rural Enterprises of Oklahoma, Inc.	Durant
Tri-County Economic Development Center	Bartlesville

<sup>37</sup> Cheyenne & Arapaho Tribes. Herring, Jabe. Cheyenne and Arapaho Tribes IT Department. 2009 Base Studies Report

<sup>38</sup> Oklahoma Department of Commerce. [Oklahoma Industrial Park Directory](#)

## Resources

The Tribes have a number of internal programs that provide support for the tribal economy with workforce development, educational opportunities, and vocational training and rehabilitation. In addition, the Tribes have partnered with the Oklahoma Department of Transportation (ODOT)

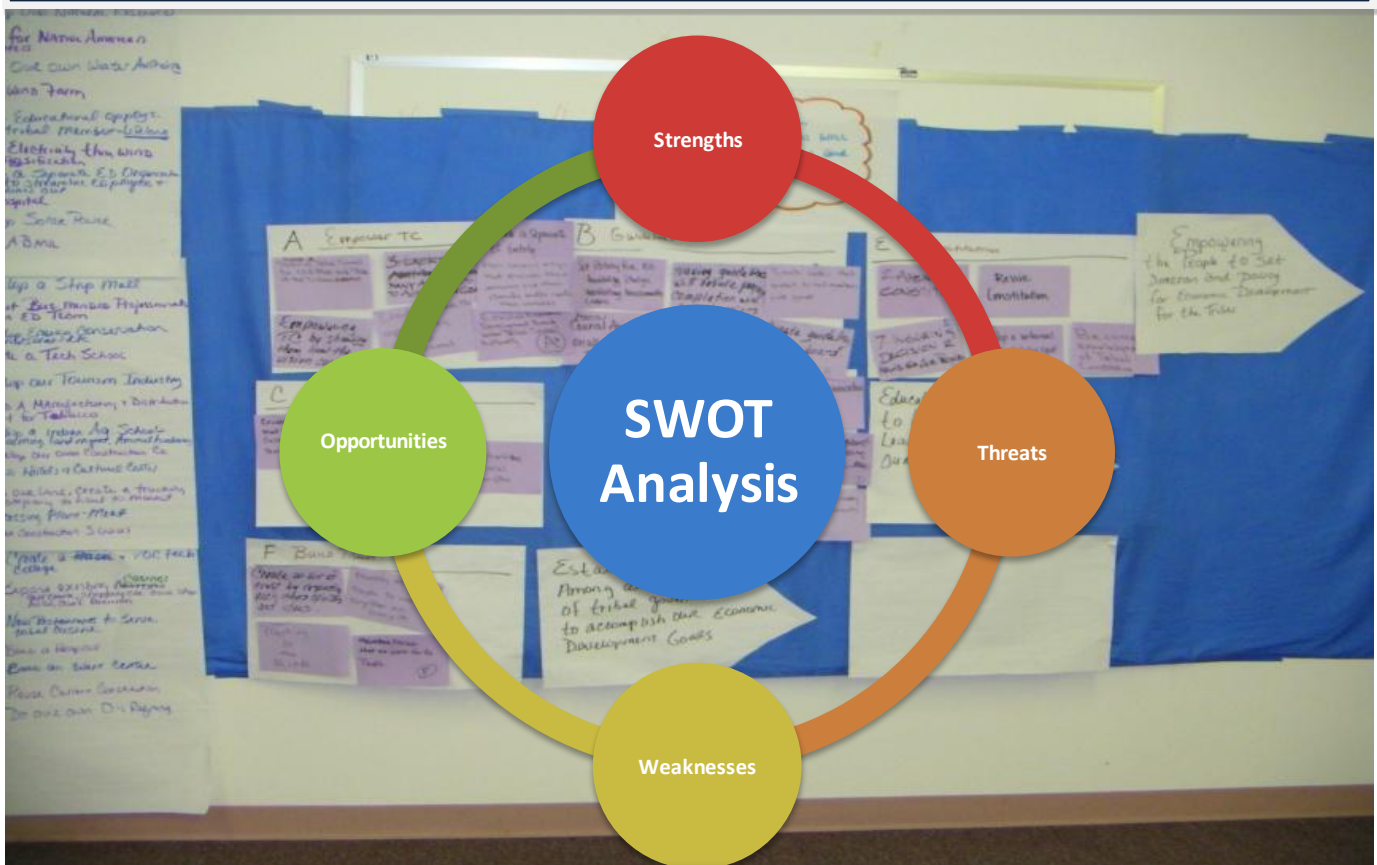
on various transportation-related projects in the tribal jurisdiction as well as with the Oklahoma Environmental Management Authority (OEMA). There are a number of State and Federal economic development resources available to the Tribes as follows:

Economic Development Resources	
External Sources	Internal Sources
<ul style="list-style-type: none"> <li>▪ Oklahoma Wind Energy Initiative</li> <li>▪ National Renewable Energy Laboratory</li> <li>▪ Central Oklahoma Regional Development (CORD)</li> <li>▪ Southwestern Oklahoma Development Authority (SWODA)</li> <li>▪ Economic Development Districts in the Area:               <ul style="list-style-type: none"> <li>○ Association of Central Oklahoma Governments (ACOG)</li> <li>○ Northern Oklahoma Development Authority (NODA)</li> <li>○ Oklahoma Development Authority (OEDA)</li> </ul> </li> <li>▪ Chamber of Commerce Organizations</li> <li>▪ Oklahoma Department of Commerce</li> <li>▪ Regional WIA Agencies</li> <li>▪ Oklahoma Gaming Association and National Gaming Association</li> <li>▪ Bureau of Indian Affairs (BIA)</li> <li>▪ Vocational and Higher Education Institutions</li> <li>▪ Intertribal Buffalo Organization</li> <li>▪ Local Manufacturing Alliances</li> <li>▪ Local businesses</li> <li>▪ CATC and SWOSU and Vocational Institutions</li> <li>▪ Small Business Association</li> <li>▪ U.S. Economic Development Association</li> <li>▪ ODOT and OEMA</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tribal Economic Development Office</li> <li>▪ Tribal Department of Education</li> <li>▪ Tribal Land Management Department</li> <li>▪ Tribal EOTS/NEW/TERO Programs, WIA Office, Vocational Rehabilitation</li> <li>▪ Tribal EPA Office</li> <li>▪ Tribal Media Department</li> <li>▪ Tribal Cultural &amp; Heritage Department</li> <li>▪ Tribal Planning &amp; Development Office</li> <li>▪ Procurement, Grants, &amp; Contracts Office</li> <li>▪ Tribal Childcare Development, Head Start Program</li> <li>▪ Tribal Higher Education Department</li> <li>▪ Tribal Newspaper</li> <li>▪ Tribal Roads Construction Program</li> <li>▪ Cheyenne and Arapaho Tribal College</li> <li>▪ Tribal Substance Abuse Program</li> <li>▪ Tribal Tax Commission</li> <li>▪ Indian Health Services</li> </ul>



## Analysis of Problems and Opportunities

### SECTION TWO





## Analysis of Economic Development Problems and Opportunities

Assessing tribal economic development problems (constraints) and opportunities is an essential step to fully understand the state of the tribal economy. Recognizing these factors may change over time, many of the opportunities and problems still remain consistent. It is important to examine these factors to determine what changes will need to be made or addressed, and what impacts these factors may have on the tribal economy if no change is made. A SWOT Analysis was conducted to identify the internal capabilities and the external trends or forces that have impacted the tribal economy in past years. This exercise revealed internal capabilities or specific economic strengths which the Tribes can leverage or capitalize on to build sustainable economic development for future generations and effectively support tribal communities in the tribal jurisdiction.

## Strengths, Weaknesses, Opportunities, and Threats (SWOT)

A SWOT analysis was conducted to provide a thorough assessment of the economic strengths, weaknesses, opportunities and threats that prohibit or hinder effective tribal economic development. This method was also useful in assessing potential strategies to address the problems, once identified. The findings of the SWOT analysis were used to form the basis for specific strategic actions for the Action Plan.

### Findings

After gathering information and feedback from tribal program staff, Legislators, community stakeholders, and the Tribal Council, the following Strengths, Weaknesses, Opportunities, and Threats (SWOT) were identified (see summary below) and further defined. This section provides a detailed analysis of each of these areas as follows.

Figure 29 - Summary of SWOT Analysis

Strengths	Opportunities
<ul style="list-style-type: none"> <li>Geographical Location</li> <li>Tribal Physical and Human Assets</li> <li>Tribal Sovereignty</li> <li>Tribal Resources</li> <li>Quality Customer Service</li> </ul>	<ul style="list-style-type: none"> <li>Job Generation</li> <li>Geographical Location Advantages</li> <li>Lifelong Educational Outreach</li> <li>Agricultural Preservation</li> <li>Tribal Business/Enterprise Development</li> <li>Stimulus Funding</li> <li>Tourism and Destination</li> <li>Maximize Quality of Tribal Assets</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>Lack of Funding Sources</li> <li>No Long-term or Strategic Planning</li> <li>Tribal Government Bureaucracy</li> <li>Lack of Effective Communication (Internally and Externally)</li> <li>Need for Lifelong Education</li> <li>Social and Economic Issues Effecting Tribal Members</li> <li>Quality of Life</li> </ul>	<ul style="list-style-type: none"> <li>No Future or Long-term Planning</li> <li>Current Economic Development Structure</li> <li>Communication Issues</li> <li>In-Effective Business Management Practices</li> <li>Social and Economic Issues</li> <li>Inability to Acquire Proper Licensing &amp; Certifications</li> <li>Aging Population</li> <li>Infrastructure Conditions</li> <li>Local and State Regulation/Legislation</li> </ul>

## Strengths

### 1. Geographic Location:

- a) The Cheyenne and Arapaho Tribes are the only tribal nation in northwest Oklahoma.
- b) Tribal lands are located within the vicinity of Oklahoma's major wind and solar energy resources.
- c) No other tribal nation is a competitor with the Cheyenne and Arapaho Tribes in the northwest Oklahoma region.
- d) Tribal lands are easily accessed by major interstates and highways and are located in proximity to major communities and Metropolitan Statistical Areas (MSA).
- e) Tribes own several key properties located adjacent to Interstate 40 with high visibility and experiences large quantities of daily traffic volume.
- f) Some tribal lands are located along historical highways and trail systems with potential to develop heritage tourism opportunities.
- g) Housing and rental rates in the tribal communities are affordable for potential growth in the tribal labor force.

### 2. Tribal Assets:

- a) Good source of manpower/workforce among the tribal communities
- b) Tribal land base encompasses rich natural resources with business development potential
- c) Both Cheyenne and Arapaho Tribes possess strong cultural values, traditions, and heritage
- d) The Tribes own significant land holdings in the northwest Oklahoma region to locate potential business enterprises.
- e) Existing tribal enterprises: Casinos, Smoke Shops, Grocery Store, Nursing Home
- f) Educated Tribal Members
- g) Tribal Education Programs and Tribal College
- h) Good tribal workers and managers
- i) Our People and our Children
- j) Current property owned by the Tribes: private property, business/farming

equipment, vehicle fleet, livestock, tribally-owned building structures.

### 3. Tribal Sovereignty:

- a) Exercising tribal sovereignty creates a level of independence for the Tribes
- b) A system of self-government creates opportunities to build our own tribal economy.
- c) Our willingness to change and expand to new horizons in economic development.
- d) Tribal Sovereignty provides the mechanism to create more jobs for tribal members and contribute to the regional economy.

### 4. Tribal Resources:

- a) Tribes have available resources to provide some services for tribal members.
- b) Tribes have steady revenue and funding sources for some tribal program services from gaming.
- c) Tribal members have good intuition and good ideas for business creation.
- d) Tribes have developed a strong education department and tribal college curriculum.
- e) The Tribes have large pool of tribal elders who possess traditional cultural knowledge and traditional language skills.
- f) The Tribes have developed and published tribal cultural and heritage books to document Cheyenne and Arapaho history and culture.
- g) Tribes have developed strong tribal programs such as Culture & Heritage, RESPECT, and Elder Programs to provide a wide array of services to multigenerational tribal members.
- h) Tribal grocery store has developed methods to deliver specialty traditional food items and meat cuts to support Cheyenne and Arapaho traditional ways.

### 5. Quality Customer Service:

- a) Tribal businesses strive to provide quality customer service to the regional customer base.
- b) Tribes have developed a good relationship with the Oklahoma Department of Transportation (ODOT) and the

- Southwestern Oklahoma Development Authority (SWODA).
- c) The Tribes have developed business relationships with a variety of local vendors.
- d) The Tribal College has developed a strong working relationship with the Southwest Oklahoma State University (SWOSU).

## Weaknesses

### 1. Lack of Funding Sources

- a) Inconsistent funding sources for existing and new economic development projects make it difficult to successfully implement projects over the long-term.
- b) Limited funding to provide more services to tribal community members in each District who need assistance.

### 2. No Long-Term or Strategic Planning

- a) The Tribes have not developed marketing of tribal assets which can hinder development opportunities.
- b) Not exercising our tribal sovereignty to our advantage; this can discourage some industries from developing on tribal lands.
- c) Don't take advantage of our location to create economic development opportunities.
- d) Locations of some of existing tribal businesses are not desirable and this has hampered profitability.
- e) The Tribes have a great need to replace/upgrade aging infrastructure, outdated and worn-out business equipment, and update telecommunication technologies.
- f) The Tribes have not created an economic development plan, land development plans for tribal lands.
- g) There has been significant wasteful spending on off-site storage rentals.
- h) The Tribes have not developed zoning codes, due diligence reports, or economic development policies and procedures for development on tribal lands or prioritizing economic development projects.

- i) The Tribes have not developed business plans showing a Rate of Return (ROI) or feasibility of economic development initiatives.
- j) Tribal businesses and tribal administrative departments are located in temporary modular buildings.
- k) Cannot see the future (no future vision in place).
- l) Creating tribal businesses that hire unqualified people is problematic and effects business profitability.

### 3. Tribal Government Bureaucracy:

- a) Governmental bureaucracy creates a slow process for passing tribal resolutions, and other business decisions.
- b) There is a high turnover rate of tribal leadership.
- c) Impacts from political turmoil influence the way we do business.
- d) There are no current means to make necessary changes.
- e) There has been too much infighting between tribal branches of government resulting in lawsuits that are settled in Tribal Court.
- f) We are not working together to get things done.
- g) Wasteful spending of tribal funds on unnecessary legal services for internal matters.

### 4. Lack of Communication (Internally and Externally):

- a) There is a lack of communication about job openings in the Districts or tribal services
- b) There is a perception among tribal community members that tribal communication methods result in arguing, lying, and reflect greed.
- c) There are no tribal service outreach activities in the Districts.

### 5. Need for Life-Long Education:

- a) Not enough interest in tribal farming activities
- b) Lower educational levels among tribal members

- c) There is a need to keep educated tribal members in the tribal workforce.
- d) There is a lack of knowledgeable management and tribal leadership.

## **6. Social and Economic Issues Effecting Tribal Members:**

- a) High rates of alcoholism and drug abuse among tribal members
- b) Tribes cannot provide services in all areas of the tribal jurisdiction.
- c) There is a lack of transportation/services for tribal members who reside in rural areas of the tribal jurisdiction.
- d) There seems to be a duplication of tribal services in some areas of the tribal jurisdiction.
- e) There is a critical breakdown of the family structure among tribal members, resulting in substance abuse and criminal activity.
- f) There has not been any future planning for tribal youth.

## **7. Employment Barriers in Tribal Communities:**

- a) There is a lack of available, quality, higher-paying jobs (both entry-level and mid-level) in the Districts in the tribal jurisdiction.
- b) There seems to be a significant number of tribal employee absences or tribal employees who do not come to work regularly for various reasons.
- c) Lack of trained/skilled pool of tribal applicants
- d) Gap between skilled employment demands and available skills needs to be addressed.
- e) Lack of knowledge among tribal members in agricultural practices such as: livestock feed management, and livestock handling/care.

## **8. Quality of Life:**

- a) The aging tribal housing stock needs to be upgraded to meet the evolving demands of larger tribal families.
- b) As the Tribal population ages, there is a need for more affordable senior housing and senior care facilities.

- c) Historic development practices have resulted in building structures that contain hazardous materials that need mitigation before they can be used for future needs.
- d) Some areas of the tribal jurisdiction are isolated from transit options, housing availability, and infrastructure needs.

## **9. Other:**

- a) Existing state regulation for water rights may become an impediment to tribal economic development.
- b) The BIA process to place tribal properties into trust status makes addressing tribal economic development problems more difficult because of lengthy waiting periods for federal review and approval.
- c) The existing Brownfield conditions/sites on some tribal properties are expensive to remediate and can take a long time to become usable.

## **Opportunities**

### **1. Job Generation:**

- a) There is an opportunity for the Tribes to create job opportunities and new businesses for tribal members on vacant/undeveloped or under-utilized sites to expand job growth in the tribal jurisdiction.
- b) Tribal enrollment records show a large percentage of working-age adult tribal member who reside in the tribal jurisdiction; resulting in a large pool of tribal members with skilled work experience.
- c) The Tribes have the opportunity to create permanent job placements for tribal members by establishing multiple tribal work sites throughout the jurisdiction.
- d) The Tribes have the opportunity to hire more tribal members to work for the Tribes.
- e) There are more grants and loan opportunities that the Tribes can seek to create more jobs for tribal members.

- f) There is an opportunity to promote green job growth and expand job opportunities in alternative energy industries.

## **2. Geographical Location**

### **Advantages:**

- a) The Tribes are well-positioned to take advantage of the geographical location of tribal trust lands and use this advantage to create business ventures in alternative energy, manufacturing, and resort destination industries.
- b) Tribal trust lands are accessed by major transportation corridors to easily transport goods nationwide.

## **3. Lifelong Educational Outreach:**

- a) Find more ways to help our People to get back to our traditional ways
- b) There is an opportunity to provide life-long education to tribal members through the CATC, by expanding the facility and educational curriculum to include courses, workshops, and seminars that are targeted for green technology, alternative energy industries, and vocational training for manufacturing and business development.
- c) There is an opportunity to expand the Tribal Educational Department programs to include specific job-skilled training for new emerging technological fields, and small business development for individual tribal members.
- d) Seek funding sources to develop a master plan for a new tribal college campus. With a stand-alone CATC campus/facility, CATC can become accredited and be eligible for more funding sources and become a self-sustaining educational institution for the Tribes.

## **4. Agricultural Preservation:**

- a) Expansion into other business ventures besides gaming such as: cattle and buffalo raising, and growing wheat crops.
- b) There is an opportunity to stimulate more interest in the Tribe's Ranch & Farming program, to create a sense of stewardship among tribal members.

- c) Create stronger line of buffalo and cattle herds and quarter horse program, building upon the Tribe's current investment in cattle, buffalo, and horses.
- d) There is an opportunity to develop an equestrian program for tourism opportunities.
- e) There is an opportunity to further capitalize on the potential growth in agriculture in the Region and explore new areas such as: bio-fuel, traditional corn, teas, and other traditional medicinal crops.

## **5. Tribal Business/Enterprise Development:**

- a) Create a "Quick Lube" business so Tribes can perform maintenance on tribal-owned vehicle fleet, while creating employment opportunities for tribal members and saving tribal dollars from leakage outside of the tribal economy.
- b) Build tribally-owned storage facility to keep tribal dollars from being spent outside of the tribal economy.
- c) Build tribally-owned truck stop & hotel business on key tribal properties like Elk City, Concho, Canton, and Watonga to capture the tourism destination market.
- d) Create an Oil and Gas Industry business to capitalize on the Tribe's natural resource assets of petroleum, and natural gas.
- e) Create access to grants and loans for new ventures in the tribal communities
- f) Create a tribal business incubator for small business development opportunities for individual tribal members.
- g) Create new enterprises such as a printing company and daycare centers
- h) Redevelop tribal water plant in Concho to support a bottled water enterprise
- i) Develop the Canton Lake boat dock, resort hotel, and c-store business to capitalize on the recreational activities and attractions of Canton Lake Reservoir.
- j) Develop our land for wind energy, hunting grounds, tourism, or other tax-free businesses
- k) Redevelop vacant/underutilized tribal properties to expand availability of industrial/commercial sites to attract new



businesses or establish tribal businesses in manufacturing.

- l) Promoting green job growth will be a lucrative investment because the American Recovery and Reinvestment Act (ARRA) stimulus funding is heavily invested in this expanding industry.
- m) Remediation and redevelopment of Brownfield sites will make currently vacant and/or under-utilized properties functional and become profitable assets for the Tribes.
- n) Increasing the efficiency of movement of goods to and from rural tribal communities, such as the Hammon, Seiling, Canton, Watonga, and Geary communities will foster economic and job growth.

## 6. Stimulus Funding:

- a) Funding that has already been allocated to Cheyenne and Arapaho Wind Energy initiatives should be capitalized on as a catalyst for economic activity.
- b) The stimulus funding provides opportunities for weatherization and energy efficiency plans, which will provide facilities and tribal residents with lower utility costs.
- c) Searching for multiple grant opportunities currently available for sustainable development projects which are cost efficient and promote a healthy environment.

## 7. Tourism and Destination:

- a) The Tribes should continue to improve the gateway/entrance of the Concho Reserve and promote it as the main destination location for heritage tourism.
- b) The Tribes should continue to promote the expansion of recreational areas, walking trails, and open space areas on the tribal reserves to improve the quality of life and provide tribal residents and tourists with recreational opportunities.
- c) Proximity to Texas border creates business opportunities for gaming/resort destination expansion.

## 8. Maximize the Quality of Tribal Assets:

- a) Utilize current business equipment/machinery to lower operating costs.
- b) Purchase land adjacent to the tribal reserves to expand our current land base to support specific economic development initiatives in housing, agriculture, industrial industries, and manufacturing.
- c) Expand the casinos to maximize gaming customer base in the region.
- d) Capitalize on our inter-tribal relations with other tribes and city government for partnerships and collaboration.
- e) Tribal members can be strategically placed in key positions within tribal organizations for collaborative activities.
- f) Expand Tribal transit program to more areas in the tribal jurisdiction, to give more transit options to tribal community members for employment opportunities.

## Threats

### 1. No Future Long-Term Planning:

- a) Without a clear direction for economic development the Tribes will continue to perpetuate the same economic conditions, as long as the Tribal leadership continues to operate and conduct business with no strategic planning methods or due diligence procedures.
- b) Without at least a ten-year Economic Development Plan to keep on the direction, the Tribes will experience interruptions in economic growth.
- c) Without business plans for economic development projects, and programs, it will be difficult to project any economic growth for the Tribes.
- d) It will become more difficult for the branches of tribal government to implement economic development projects without feasibility studies, marketing assessments, and due diligence reports conducted on proposed projects to determine economic viability.

- e) Inability to come to an agreement or consensus on what economic development opportunities the Tribes want to initiate, will affect future generations of tribal members.

## 2. Current Economic Development Structure:

- a) Legislators and Executive Branch changes and conflicts cause interruption of progress for existing economic development projects
- b) Difficulty to implement past projects from previous administrations because of the lack of direction
- c) Changing economic development priorities of the elected officials causes confusion and is counteractive to economic growth.
- d) Tribal economy, businesses, and federally-funded programs are threatened by interference from tribal politics.
- e) Electing new tribal leadership with no background in business management or economic development
- f) Not enough information communicated to tribal members on economic development creates confusion, misinformation, and conflicts within the tribal council.
- g) By not using tribal funds to expand tribal enterprises or resources, the Tribes will not experience job creation opportunities.
- h) Spending tribal monies on court cases is a waste of tribal general funds that should be utilized to provide services for tribal members.
- i) Not making the necessary tribal constitutional changes to address political influences/agendas, high turnover rates, and changing priorities of elected leadership, economic development initiatives will continue to experience turmoil from political agendas of current and future tribal elected leadership.

## 3. Communication Issues:

- a) Communication issues between elected leaders and program directors to centralize ideas on economic development projects
- b) Conflicts, infighting, political strife, and lack of teamwork among tribal leadership

- c) Vast distance between tribal communities
- d) Lack of unified tribal council

## 4. In-Effective Business

### Management Practices:

- a) Non-upkeep of currently functioning enterprises because of lack of cooperation between the tribal branches
- b) Not enough funds to pay for the needs of the tribally-owned livestock such as: veterinarian services, fuel costs, machinery costs and maintenance, livestock feed and supplies
- c) Hiring non-tribal members for tribal jobs undermines TERO employment structure

## 5. Social and Economic Issues:

- a) High rates of alcoholism and drug use among tribal members
- b) Prejudice towards tribal members in the tribal jurisdiction
- c) Breakdown of families caused by addictions and self-contentedness
- d) Need more housing for tribal members in each District
- e) Lack of skilled employees with cultural understanding of Native and mainstream economies
- f) Need to build work ethic and self-esteem among tribal members

## 6. Inability to Acquire Proper Licensing and Certifications for Job Performance:

- a) A large number of employees do not have a driver license or have had their license taken away for various reasons.

## 7. Local and State

### Regulations/Legislation:

- b) State control of water rights or compacts that wave tribal sovereignty
- c) Threat of encroachment of non-Indian development surrounding Concho

## 8. Aging Population:

- a) A growing youth tribal population will put a strain on public school systems.
- b) A growing unemployed working-age adult tribal population will add strain on

municipal and county services, specifically in Blaine, Custer, and Canadian Counties.

- c) There is an increased demand for affordable housing within the tribal communities.
- d) A growing working-age adult tribal population will add strain on health services.
- e) Increased demand for affordable housing and senior housing and elder care services.

#### **9. Infrastructure:**

- a) The existing water and sewer systems may not be able to handle the increased usage and future demands of a growing population and economic growth.
- b) Aging infrastructure needs significant investments for improvements.

#### **10. Other:**

- a) Severe seasonal storms and natural hazards such as tornados and severe heat temperatures could significantly impact service delivery and economic development initiatives.

# Economic Development Assets, Problems and Opportunities

## Economic Development Assets (Strengths)

The Cheyenne and Arapaho Tribes are in a unique position to stimulate economic development as compared with the counties and municipal governments in the region, due to the sovereign nation status. The Tribes are administratively joined together as federally-recognized American Indian Tribes and are considered a Sovereign Nation within the United States. The **strengths or capabilities** of the Tribes collectively as a sovereign nation are:

- ✦ **Geographical Location** - of the tribal land base in western Oklahoma which is easily accessed by major transportation corridors in the State with access to major markets via Interstate 40. The Tribe's convenient location, large agricultural lands, natural resource base, and outstanding transportation network make the area a prime spot for potential wind energy development, manufacturing and mining, oil and gas extraction/refining, and cattle and ranching activities, as well as transportation warehousing, and other industries that need easy access to major markets.
- ✦ **Physical and Financial Assets** - owned by the Tribes which include revenue from gaming /business enterprises, human capital, education programs, and established medical facilities;
- ✦ **Tribal Sovereignty** - which allows the Tribes the freedom of self-determination and opportunities to build a sustainable economy;
- ✦ **Tribal Resources** - which encompass a rich natural resource base in wind and solar energy, natural gas and petroleum minerals, non-fuel minerals such as limestone, gypsum, a large tribal land base in federal trust status, which

provides benefits of tax-free income, and the best agricultural land in the state;

- ✦ **Tribe's Commitment** - to provide quality customer service to a broad regional client base.

## Economic Development Problems

The Tribes face a number of internal obstacles or weaknesses that prevent effective economic development activity. Many of these weaknesses are unique and can possibly be mitigated through concentrated efforts. The following is a summary of weaknesses identified in the SWOT Analysis:

- The Tribes do not have the **Financial Capacity** to fully fund or underwrite much needed tribal programs, services, or economic development initiatives. This has prohibited the Tribes from fully addressing the social and economic issues that affect tribal members.
- There has been **No Long-Term or Strategic Planning** completed for economic development. If the Tribes continue to operate without any planning endeavors, tribal members will continue to lose out on opportunities for economic development and future generations will be left with nothing.
- **Tribal Government Bureaucracy** has been cited as a major weakness or problem that prohibits sustainable economic development. The current process to pass resolutions, make business decisions, and establish consensus for economic development projects is slow moving, politically tainted, and ineffective.
- The **Lack of Communication (internally and externally)** between tribal leadership, program directors, and staff, and the Tribal Council continues to be a weakness that can be resolved through effective communication skills/measures or protocol that can be instilled over time.
- **The Social and Economic State** of a large number of tribal members in the tribal

jurisdiction reflects the **need for lifelong education**. Immediate educational needs are job skill training, and higher educational opportunities to support new and emerging technologies, and basic educational needs for tribal infants, youth, and working-age adults, as well as cultural teachings of traditional ways of both the Cheyenne and Arapaho.

- **Alcoholism and Substance Abuse** has been recognized by the Tribal Council as the main **social issue that affects tribal members** from youth to adulthood. Substance abuse addictions lead to many economic problems for tribal members such as the breakdown in the family structure, unemployment, homelessness, chronic health problems, and standard of living. **Employment barriers**, such as the large gap between skilled employment demands of local industries and new emerging industries, as compared to the available job skills of tribal members.
- **Quality of Life Issues** such as transportation options for tribal members who reside in rural areas and the needs of an aging tribal population are weaknesses that threaten the quality of life for many tribal members.
- **Other Issues** such as existing state and municipal regulations and population growth can be seen as weaknesses in the tribal jurisdiction that can potentially have negative impacts to the tribal economy. Regulations such as state water laws and municipal community development are cited as weaknesses of communities located within the tribal jurisdiction. In addition, brownfield sites located on tribal properties remain weaknesses to the tribal economy if not properly mitigated.
- **In-Effective Business Management Practices** have been identified as the major weaknesses of the tribal economy. The Tribes have habitually purchased existing businesses within the tribal jurisdiction without due diligence procedures, business plans or marketing/feasibility/real estate reports or information on potential return on investment.

The Tribes continue to conduct tribal business and make major decisions based on political agendas of elected tribal leadership. Tribal gaming revenues are the main revenue source for economic development for the tribal economy. There is no diversification of business development to maximize tribal assets.

The Tribes continue to allow tribal politics to influence and interfere with long-term planning and sustainable development. Tribes continue to invest in existing tribal enterprises with no rate of return thereby creating “money pits.” The tribal elected leadership continues to “work in a vacuum” (alone with no input from tribal stakeholders) and does not reach out to other economic development resources to partner or collaborate on sustainable economic development initiatives.

- **The BIA Concho Agency** continues to manage and negotiate oil and gas and farming leases for the Tribes with below market rates with negligible profits and damage to tribal lands with contamination from the oil and gas wells. In addition, the BIA Concho Agency continues to develop agricultural management plans for the tribal lands with no actual marketing or economic development strategies for agricultural businesses.
- **Infrastructure** the majority of the tribal infrastructure systems on tribal trust lands in Concho, Canton, and Colony were originally built in the 1950s or earlier. The aging infrastructure systems in these particular areas must be upgraded and/or expanded to protect public health and foster future business development. The current infrastructure systems are operating at full capacity under increased demands for water systems, sewer systems, and treatment facilities. There is also a lack of infrastructure on vacant tribal trust lands and properties, creating a need for new systems to be built before the land can be used for economic purposes.



- **Workforce Support Systems** - the Tribe's workforce support systems need to be strengthened to effectively support the increased demand for employment needs of tribal members. Special emphasis needs to be placed on assisting the educational system in implementing curriculum/activities for job relevant skill development.
- **Housing** - tribal members who reside in the tribal jurisdiction have a great need for affordable housing. The existing Indian housing stock on tribal trust lands is in substandard conditions and there is a shortage of housing units as compared to the demands of the tribal community. A shortage of housing stock will hamper economic development activities.

### **External Trends and Forces**

- **Water Rights Issues** - the State of Oklahoma Water Board is working on a state water plan that may affect tribal water rights for American Indian Tribes in Oklahoma.
- **American Indian Tribal Lands Tax Credits** - This program allowed businesses located on qualifying Former Indian Lands in Oklahoma to have the opportunity for accelerated depreciation on capitalized items and also an income tax credit on wages paid to Native Americans or their spouses. Congress recently extended the program through December 31, 2011.
- **Natural Hazards** - Oklahoma experiences severe weather conditions such as: tornadoes, severe thunderstorms, hail storms, drought, blizzards, and ice storms. These natural hazardous conditions have shown to cause significant damage to building structures, flooding of buildings, homes, and land, and damage to livestock.

## **Economic Development Opportunities**

Economic development opportunities for the Tribes are dependent on the local needs of the tribal communities, available resources of the tribal government, and the projected demand for employment. The tribal economy has been characterized as rural in nature and has been based on agriculture and the use of natural resources in past years. Recently, the tribal economic base has become more diversified with the establishment of the gaming industry to the region. In addition, the Tribes continue to maintain a cultural sense of place and strive to strengthen the economic base by supporting existing businesses while nurturing new enterprises.

The regional economic base is an important factor for the tribal economy. The Tribes recognize the need to take advantage of the western Oklahoma regional economy while retaining tribal sovereignty and a separate cultural identity.

In examining the assets and problems of the tribal economy, a number of economic development opportunities were identified that could potentially invigorate the tribal economy. The following is a discussion of specific economic development opportunities.

- ✦ **Job Generation** - the Tribes are in a unique position (as a Sovereign Nation) to build on existing industry clusters and/or new industries in the region and create new job opportunities for tribal members who reside in economically distressed areas such as: Canton, Hammon, and tribal communities in Custer County.
- ✦ **Establish an Economic Development Framework** - because of tribal sovereignty of self-government, the Tribes have the opportunity to restructure the current internal economic development department and establish an economic development framework and policies and procedures separate from tribal political influences.

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- **Geographical Location Advantages** - the tribal land base location creates unique opportunities for business development in the clean energy industry, tourism/destination industries, development of fine dining restaurants with cultural displays, as well as expansion of the gaming industries in the region. The Tribes have development opportunities in prime real estate areas along the Interstate 40 Corridor within the tribal jurisdiction to the Texas state borderline. In addition, the Tribes can acquire new lands to add to the tribal land base.
  - **Lifelong Educational Outreach** - the Tribes have the opportunity to invest in human capital by developing tribal college training programs tailored to the labor force needs of prospective employers, and expanding the tribal educational programs to serve the needs of tribal youth, working age adults, and the elderly population.
  - **Agricultural Preservation** - agriculture remains a dominant economic activity in western Oklahoma. The Tribes have the opportunity to expand agricultural activities for bio-fuel crops, traditional medicinal herbs and meat products for possible economic development initiatives.
  - **Tribal Business/Enterprise Development** - the Tribes have the opportunity to encourage existing tribal businesses to grow and add more workers and to develop new enterprises based on industry clusters of the region. Tribes have an opportunity to expand into green technology - wind energy and solar energy development, recycling centers; train workers for jobs in emerging industries such as energy efficient construction, bio-fuels, and manufacturing, and develop small or large scale outlet retail and grocery retail within the tribal jurisdiction. The Tribes can support existing and new businesses with access to financial resources through venture capital and revolving loan funds.
  - **Stimulus Funding** - the Tribes have the opportunity to apply for stimulus funding grants with a national focus on clean energy development. There is an opportunity for creating a business to manufacture wind turbine parts and develop collaborative partnerships with both national and international clean energy businesses to expand global economy efforts. The State of Oklahoma is gearing up for an increase in the wind energy fields and adding new transmission lines in the tribal jurisdiction.
  - **Tourism and Destination** - the Tribes have the opportunity to expand into the tourism and destination industry through heritage tourism initiatives and destination resort development. Potential partnerships with the Oklahoma Tourism and Recreation Department, the Oklahoma Historical Society, Regional Parks and Recreation Departments, and the Oklahoma Department of Transportation exist.
  - **Maximize Quality of Tribal Assets** - the Tribes have the opportunity to evaluate and visit economic development programs from different Tribes on a national level, search for specialty consultants who have developed specific economic development programs, and acquire the necessary knowledge to strengthen and maximize the quality of tribal assets (land base, natural resources base, existing businesses, business equipment, and workforce). Tribes have the opportunity to utilize tribal assets to become competitive in the region and statewide.
  - **Water Rights** - it is imperative for the Tribes to research and fully maximize Tribal water rights for economic development projects.
  - **Culture and Heritage** - the Tribes have the opportunity to strengthen culture and heritage by recruiting tribal Elders as a resource to engage and teach tribal youth cultural traditions and heritage of the Cheyenne and Arapaho Tribes, and develop a cultural center.
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- **Develop a Business Incubator** - the Tribes can develop a small business incubator to help individual tribal members create small businesses. Currently, there are no established business incubator facilities in the western Oklahoma region. The State does have technical assistance networks for business incubators who are willing to partner with the Tribes in this capacity.
- **Build Collaboration/Partnerships** - the Tribes have the opportunity to establish business partnerships and collaborative relationships with local and regional economic development organizations.
- **Reduce Income Leakages** - the Tribes have the opportunity to reduce the percentage of income spent outside of the region or state by evaluating current expenditures and developing strategies to purchase goods and services from local vendors, or individual tribal businesses, and services providers. Reducing income leakages outside the tribal jurisdiction will strengthen the tribal economy.
- **Marketing of Tribal Assets** - The Tribes have the opportunity to utilize the newly established tribal TV and radio station and media department to develop marketing/advertising videos showcasing the tribal land base, tribal businesses, cultural heritage, and tribal events.

## Relevant Materials from Other Government-Sponsored Plans

The Cheyenne and Arapaho CEDS Plan was developed with information from other tribal government-sponsored or supported plans relevant to the tribal economy. The CEDS Plan also aggregated regional statistics from various local workforce investment (WIA) planning documents, as well as the Oklahoma Department of Commerce planning documents. These sources have been cited throughout the CEDS. In recent years, the tribal government as developed and implemented a number of long-term planning documents relative to the tribal economy. These specific plans are listed below followed by a summary.

- *Cheyenne and Arapaho Tribes Long-Term Transportation Plan (2001-2020 Report)*
- *Cheyenne and Arapaho Comprehensive Plan - 2030 Draft*
- *Cheyenne and Arapaho Tribes 2009 Base Study Report*
- *Cheyenne and Arapaho Economic Impact Study (2007)*

### ***Cheyenne and Arapaho Tribes Long-Term Transportation Plan***

The Cheyenne & Arapaho Transportation Plan 2001-2020 Report, a Long-Range Transportation Plan (LRTP), contains transportation objectives developed to improve roads, bridges, infrastructure, and a transit system on Cheyenne and Arapaho lands. Relevant information as incorporated into the CEDS Transportation Access section and Infrastructure Needs.

### ***Cheyenne and Arapaho Tribes Comprehensive Plan - 2030 Draft***

The Tribes are currently in the process of developing a tribal comprehensive plan land use document that provides the framework and policy direction for land use decisions. The Cheyenne and Arapaho Tribes Comprehensive Plan will contain information on the following: land use, transportation, housing, capital facilities, utilities,

culture & heritage, goals and objectives, economic development, and parks and recreation. The Comprehensive Plan will determine where and how growth needs will be met in the tribal jurisdiction. The Plan will provide for the basis for many of the policies, regulation, and budget decisions that Tribes will make. The Tribes Planning & Development Department will seek to adoption of the Plan by the Tribal Legislation as soon as it is complete. Information from this plan has been incorporated into the CEDS Action Plan.

### ***Cheyenne and Arapaho Tribes 2009 Base Study Report***

In 2009, the Tribes completed a Base Study Report containing technical information on a variety of statistical data used to assess the existing conditions of tribal lands, tribal programs, and business enterprises. The Base Study Report contains eleven (11) chapters that cover a wide range of subjects relevant to the Tribes as follows: Community Services, Community Issues, Population & Demographics, Health, Addiction, Utilities & Communication, Tribal Lands, Transportation, Natural Resources, and the Tribal Economy. Specific information was drawn from this document and incorporated to form the CEDS Background section.

### ***Cheyenne and Arapaho Tribes 2007 Economic Impact Study***

In the fall of 2008, the Cheyenne and Arapaho Tribes completed a tribal Economic Impact Study which served as a social and business marketing tool that analyzed the economic impacts of the Tribal economy on the State of Oklahoma as well as the northwest state region. The report provided detailed analysis on expenditures for tribal programs, and businesses, and revenue streams. This report found that the Tribes play a significant role in shaping the economic conditions of the State of Oklahoma as well as the western Oklahoma region. This information has been incorporated in the CEDS Report in the Background and Analysis of Problems and Opportunities Section of the CEDS.

## ECONOMIC DEVELOPMENT INVESTMENTS IN THE REGION

### Past Economic Development Investments

The Cheyenne and Arapaho Tribes have developed a number of economic development investments with the intent of building a strong tribal economy. In the 1960s, the Tribes entered into oil and gas, and grazing lease agreements on tribal lands with outside companies. In the 1970s, a small marina facility was initiated at the Canton Reserve, and in the 1980s, the Tribes established several bingo hall facilities for business enterprise development. In 1993, the Tribes established the Smoke Shop enterprises designed to sell tobacco products to the public, and a tribally-owned farm and ranch operation. In 1994, the Lucky Star Casino, the first gaming casino enterprise for the Tribes, opened in Concho. The Lucky Star Casino quickly became a major economic success for the Tribes. In 1997, the Lucky Star Casino expanded to include a second facility located in Clinton. In 2006, the Tribes opened two additional casinos: the Feather Warrior Casinos in Watonga and Canton. The Tribes subsequently purchased the Geary Nursing Home facility, and the Calumet Grocery Store business.

### Present Economic Development Investments

- The Tribes have recently expanded the Casino facilities located in Concho to incorporate more floor space and add more machines.

- The Rodeo Joe's property is currently being renovated for use as a tribally-owned flea market business that will be open for tribal members to sell arts and crafts to the public.
- The Tribe's Economic Development Office recently established a metal-building construction business on the Concho Reserve.
- The Tribe's Farm and Ranch Program recently purchased more buffalo, cattle, and horses to expand the existing herd.
- Preliminary site planning for tribal lands was recently completed through the Comprehensive Planning process. A list of proposed projects was developed for each Reserve.
- Tribal Transit Program was recently implemented in December 2010 with several routes in the tribal jurisdiction.
- The Tribe's Education Department received a grant to implement a Cheyenne & Arapaho Television and Radio Station.
- Head start Daycare Center grant for 2011 was recently funded. The Tribes will build a new facility for the Canton community.
- Tribes are working towards getting properties into trust status: Rodeo Joes, El Reno Property, Calumet Store Property, Elk City Land, Housing Authority Land, Geary Nursing Home Property

### Future Economic Development Investments

#### Community Survey

The CEDS Planning Team conducted a Community Economic Development Survey with Tribal Council Members (all tribal members ages eighteen (18) and over) to identify future economic investments for the Tribes. Survey Respondents expressed a desire for the following economic development projects in the future (See following chart):



Future Economic Development Investments	
<i>What type of Economic Development Projects would you like to see in the tribal jurisdiction?</i>	
Community Responses	Percentage of Responses
Job Generation Projects	77%
Infrastructure	60%
Business Development	51%
Agricultural Preservation	43%
Tourism and Gaming Businesses	40%
<i>How much of the following would you like to see in your community?</i>	
More Housing	25%
Stores and Services and a Tribal College	24%
Manufacturing Businesses	19%
More Tribal Government Facilities	17%
<i>What are the economic Development needs for the Tribes?</i>	
<ul style="list-style-type: none"> <li>▪ More Jobs, job training, quality higher-paying jobs for tribal members</li> <li>▪ Alternative revenue streams to employ people to be successful</li> <li>▪ More educational opportunities</li> <li>▪ Management of finances</li> <li>▪ More tribal businesses</li> <li>▪ Need for skill training</li> <li>▪ More incentives for tribal members to get education and better skills to make them employable</li> <li>▪ Research water rights issues</li> <li>▪ Address high rates of alcoholism and substance abuse</li> <li>▪ Collaborate with economic development organizations</li> <li>▪ Get tribal leadership consensus for economic development</li> <li>▪ Negotiate higher tribal farming and oil and gas leases</li> <li>▪ Upgrade tribal infrastructure</li> <li>▪ Renovate tribal buildings</li> <li>▪ Utilize tribal lands to maximum potential</li> </ul>	

### ***Tribal Wind Energy Development***

The Tribes are planning to implement a new Tribal Wind Energy Development Plan in the near future that will generate clean energy for the Casinos, Headstart facilities, and the other Cheyenne and Arapaho tribal operations in the Canton, Clinton, Concho, Watonga communities. The plan will have three (3) phases for completion. Phase I will provide an initial wind study that identifies feasibility for wind generation, turbine requirements, site-planning of turbines, and an economic profile, which will be used to obtain

funding for Phase II and III. Additionally, the Tribes are researching the potential and cost of installing PV Solar or Thermal Solar technology at several tribal sites including the Clinton Indian Hospital and other medical facilities, tribal headquarters buildings, and tribal schools and other educational facilities. Consideration has been given to build covered parking (carport style) at the Clinton hospital and other facilities with PV solar on top of the parking structures to provide supplemental power to the hospital.

## Wind Turbine Construction

In the spring of 2011, the Tribes initiated a tribal Wind Energy Project in partnership with West Wind Energy LLC, a private wind energy developer. The project will begin with the construction of two wind turbines, one located by the Concho Smoke Shop and the other one by the Tribal Complex in Concho. These turbines will provide electrical power to Lucky Star Casino, as well as all the administration buildings located on the Concho Reserve. For the beginning of the project, West Wind used the Oklahoma wind data that are already available to determine the viability of placing wind turbines at Concho. West Wind Energy, LLC also sent a proposal to the Department of Energy (on behalf of the Tribes) requesting funding to help cover the costs for the turbines. The U.S. Department of Energy has approved the initial start-up phase, and the Tribes were pre-approved for an additional twenty (20) turbines.

The Tribes continue to apply for grants for Renewable Energy Development and Deployment in Indian Country projects for pre-construction activities, and construction of renewable energy power projects.

## Job Training Programs

The Tribes also plan to partner with the Canadian Valley Vo-Tech Center to provide a training course for Wind Tech Level I which is for operation and maintenance of the turbines. West Wind Energy has a manufacturing plant located at Ft. Bend, Kansas, and has offered to provide on-site training for tribal members who wish to work on the project. In addition, they would also be able to hire anyone who wishes to relocate to Kansas to work at the plant. The Tribes are going to utilize these training opportunities through the TERO (Tribal Employment Rights Ordinance) program for tribal members. Once this project is fully underway, the Tribes will begin looking at installing solar panels for tribal facilities.



*Wind turbine located at the Canadian Valley Vocational Technology Center, El Reno, OK*

## ECONOMIC CLUSTERS

The EDA defines economic (a.k.a. industry) clusters as geographic concentrations of competing, complementary, or interdependent firms and industries that do business with each other and/or have common needs for talent, technology, and infrastructure. The firms included in the cluster may be both competitive and cooperative. They may compete directly with some members of the cluster, purchase inputs from other cluster members, and rely on the services of other cluster firms in the operation of their business. The State of Oklahoma strives to grow the state economy by encouraging industry cluster growth that may result in an increase in per capita personal income. In addition, Oklahoma focuses workforce and economic development efforts on industries that have an average wage greater than the state average, and bring new dollars into the region or state.

Figure 30 - Top ten industry Clusters

Top Ten 2009 Economic Clusters in Tribal Jurisdiction (Total Nine County Service Area)	Total Establishments
Energy (Fossil & Renewable)	915
Business & Financial Services	689
Transportation & Logistics	254
Biomedical/Biotechnical (Life Sciences)	248
Agribusiness, Food Processing & Technology	174
Defense & Security	156
Information Technology & Telecommunications	146
Arts, Entertainment, Recreation & Visitor Industries	118
Education & Knowledge Creation	113
Manufacturing Super Cluster	95

## Analysis of Industry Clusters

A regional analysis of industry clusters was conducted to identify specific clusters located within the tribal jurisdiction. The top employing industry clusters identified are:

- ✓ *Manufacturing*
- ✓ *Education*
- ✓ *Local Health Services*
- ✓ *Government*
- ✓ *Agriculture & Food Processing*
- ✓ *Oil & Gas*
- ✓ *Construction*
- ✓ *Finance & Insurance*
- ✓ *Logistics*
- ✓ *Hospitality, Tourism & Recreation*

A detailed analysis of each of these industry clusters is discussed in this section below. Figure 30 shows the top ten industry clusters in the region with the total number of establishments.<sup>39</sup>

<sup>39</sup>Indiana University. Indiana Business Research Center, Kelley School of Business. Innovation in American Regions website: <http://www.statsamerica.org>

## Agriculture & Food Processing Cluster

The Agriculture and Food Processing industry cluster focuses on agricultural production, agricultural support, and value-added processing. Agricultural production includes goods such as wheat, soybeans, chickens, and hogs. Food processing includes companies that process raw goods into unfinished goods for further processing or finished products. The majority of the major employers in this cluster are located in eastern Oklahoma. However, the top employer in the state is Seaboard Farms Inc., which is located in Guymon (western Oklahoma). Seaboard Farms, Inc. also has establishments located in Kingfisher, which is within the tribal jurisdiction.<sup>40</sup> Bar-S Foods is also ranked as one of the largest agriculture and food production employers in the State and has a location in Clinton.

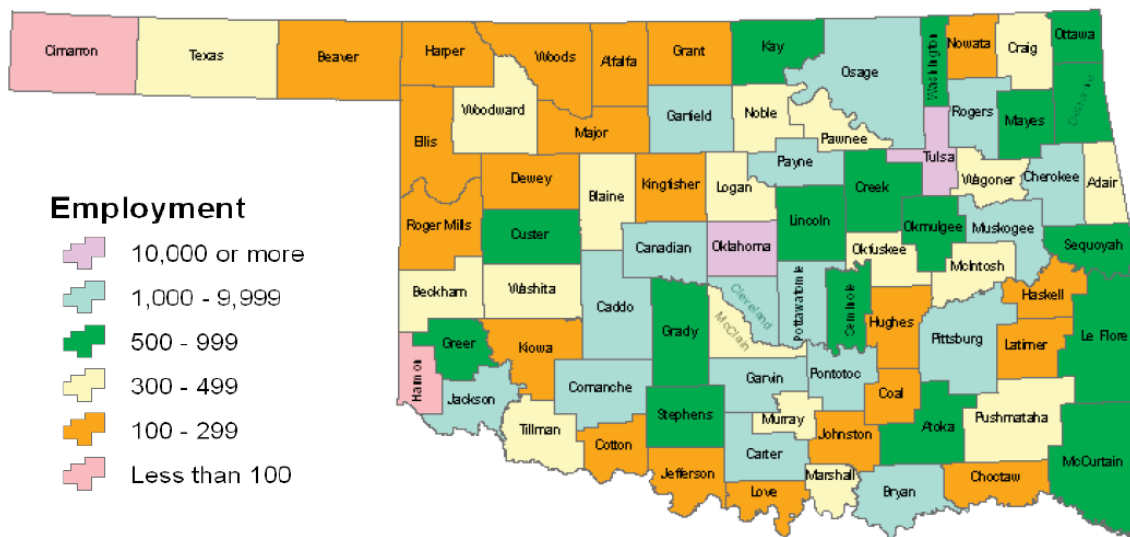
## Government Cluster

The Government Cluster consists of numerous types of government employers at the city, county, state and national level.

Employers in this cluster include the postal service, State and Congressional Legislators, Police Departments, Fire Departments, and Administration of government programs, civilian personnel on military bases, and tribal government. The Cheyenne and Arapaho tribal government is headquartered in Concho with satellite offices in El Reno, Clinton, Watonga, and Canton. Tribal administration employment averages over 700 jobs each year.

Counties in the tribal jurisdiction have a large share of employment in the government cluster. Canadian County has between 1000 to 9999 jobs, Custer County has 500 to 999 jobs, Blaine, Washita, and Beckham counties have approximately 300 to 499 jobs, while Ellis, Roger Mills, and Dewey counties have 100 to 299 jobs in this cluster. Figure 31 shows the Government Cluster Employment by County (graphs by Oklahoma Department of Commerce).<sup>41</sup>

Figure31 - Government Cluster Employment by County



<sup>40</sup> State of Oklahoma. Oklahoma Department of Commerce. Governor's Council for Workforce and Economic Development, 2005 Agriculture & Food Processing Cluster Analysis

<sup>41</sup> State of Oklahoma. Oklahoma Department of Commerce. 2005 Government Cluster Analysis

Note: Steve Barker, Senior Analyst, Oklahoma Department of Commerce indicated that the 2005 reports were the most current information available on industry clusters in Oklahoma.

## Finance and Insurance Cluster

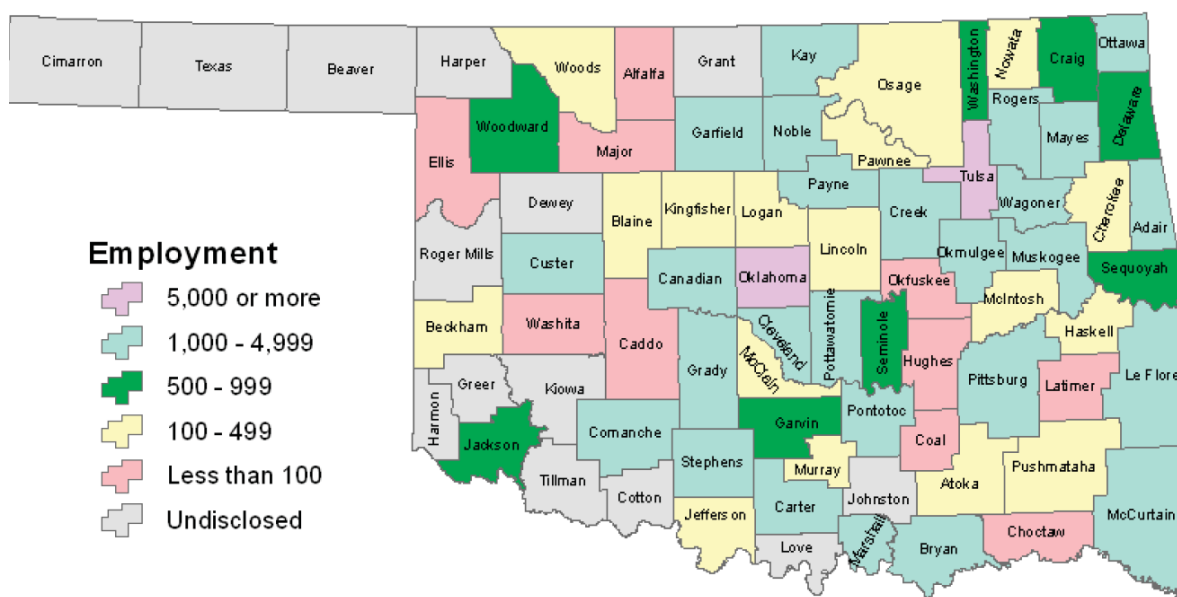
The Finance and Insurance industry cluster consists of establishments that engage in commercial banking, savings institution, and firms that issue securities (like stocks or bonds); pooling risk by underwriting insurance; or providing specialized services in support of financial intermediation, insurance, and employee benefit program activities. The Finance and Insurance Cluster is more prevalent in Canadian, Custer, Beckham, and Kingfisher counties.

## Manufacturing Cluster

The Manufacturing Cluster utilizes mechanical methods such as assembly lines and hand-made products to manufacture goods in plants, mills, or

factories. Portions of the oil & gas, aerospace, agriculture food processing, and mining industries overlap into the manufacturing industry. In the tribal jurisdiction, the Manufacturing Cluster is more prevalent in Canadian and Custer Counties with approximately 1000 to 4999 jobs, while Blaine, Kingfisher, and Beckham Counties have approximately 100 to 499 jobs in this cluster. The City of Clinton is home to one of the Oklahoma's largest employers in manufacturing (Bar-S Foods). Figure 32 shows the manufacturing cluster employment by county. Overall, the majority of Oklahoma contains a large number of manufacturing jobs at the county level.

**Figure 32 - Manufacturing Cluster Employment by County.**



### Education Cluster

The Education Cluster consists of educational facilities and services from elementary and secondary schools, colleges, universities, and professional schools, flight training facilities, junior colleges, and other technical and trade institutions. The State of Oklahoma has 51 large Education employers with 500 or more employees. The Cheyenne and Arapaho Tribes established the Cheyenne and Arapaho Tribal College (CATC)

and share a campus with Southwestern Oklahoma University (SWOSU). The education cluster is prevalent in Canadian and Custer Counties with over 1000 jobs, and Beckham, Washita, Kingfisher, and Blaine Counties with over 400 jobs.

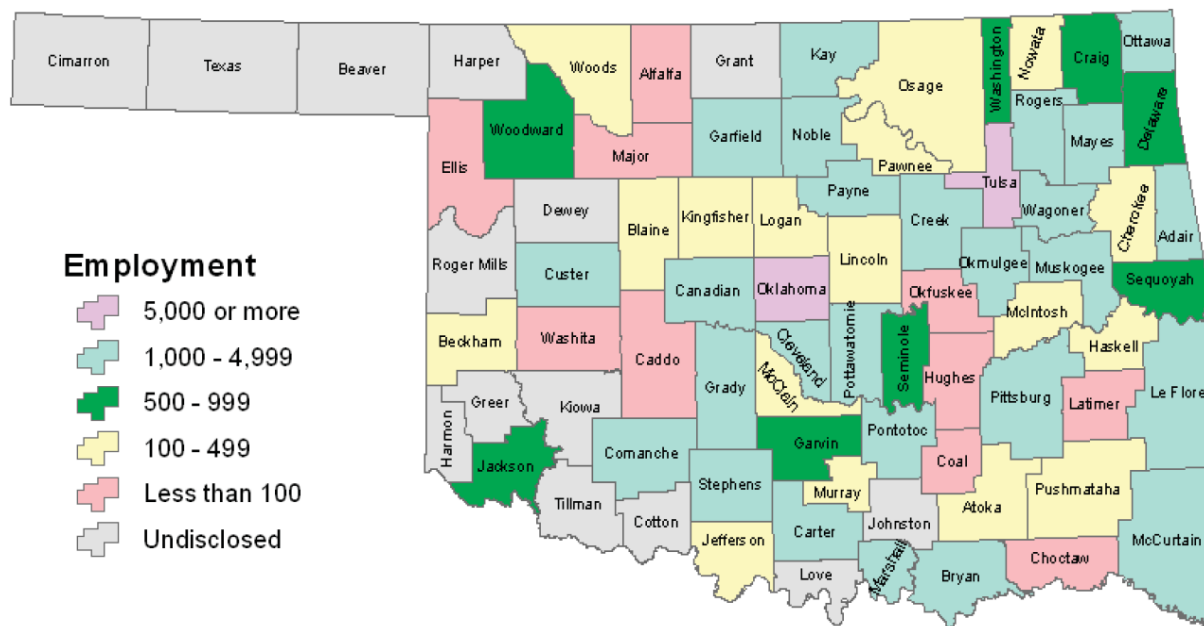


## Oil and Gas Cluster

The oil and gas industry consists of exploration and extraction, transmission and distribution of oil and natural gas, manufacturing of drilling and pumping machinery and equipment, field production machinery and derricks, and support services such as well surveying, cementing wells, acidizing and chemically treating wells. Canadian and Custer Counties remain dominate with oil and

gas jobs ranging between 1000 to 4999, while Blaine and Beckham Counties have approximately 100 to 499 jobs in this cluster. Figure 33 shows the total Oil and Gas Cluster Employment by County.

**Figure 33 - Total Oil & Gas Cluster Employment by County**



## Transportation & Logistics Cluster

The Transportation, Distribution and Logistics Cluster is comprised of business establishments that engage in the transportation of people/products through air transportation, railroads, freight trucking, warehouse, water transportation, and other airport operation industries. The tribal

jurisdiction encompasses western Interstate 40, as well as other major highways and is in proximity to Will Rogers International Airport, and other municipal airports in the region. Canadian County has over 500 jobs, and Beckham, and Custer Counties have between 100 to 499 jobs in the transportation & Logistics Cluster.

## Hospitality, Recreation and Tourism Cluster

The Hospitality, Recreation and Tourism industry cluster consists of recreation and tourism firms, theaters, spectator sports, bingo halls, hotels, bowling centers, marinas, and gaming casino facilities. Wages within this cluster are lower overall, which may be contributed to seasonal work in tourism.

The American Indian Tribes in Oklahoma have contributed significantly to the growth of this industry cluster in the state, as the Cheyenne and Arapaho Tribes are prevalent in the western Oklahoma region, with gaming casinos located in Concho, Canton, Watonga, and Clinton. Figure 34 shows a listing of the top Native American employers in the Hospitality, Recreation and Tourism Cluster throughout the state.

**Figure 34 - Top Native American Employers in the Hospitality, Recreation & Tourism Cluster**

Top American Indian Employers	Total Number of Jobs
Chickasaw Enterprises	2841
Cherokee Nation Enterprises	1935
Choctaw Casino	250-499
Comanche Nation Games	250-499
Ft. Sill Apache Casino	250-499
Kickapoo Casino	250-499
Lucky Star Casino (Cheyenne & Arapaho Tribes)	250-499
Thunderbird Entertainment Center	250-499

## Local Health Care Cluster

The local health care services cluster is comprised of doctors and dentists offices, hospitals, outpatient services, specialized treatment and diagnostic centers, residential treatment centers, nursing homes, home health care, and support services and retailers. Hospitals and Nursing Home employers make up a large share of employment in the state.

Canadian and Custer Counties have over 1000 jobs in the cluster, while Beckham and Blaine Counties have over 400 jobs.

The Cheyenne and Arapaho tribal jurisdiction contains the Clinton Indian Health Center, Indian Health Service Clinic in El Reno and Watonga, with a combined employment of over 100 jobs. In addition, the Tribes own the Geary Nursing Home with approximately 40 employees, and an assisted living facility in Clinton.

## Construction Cluster (Building Materials & Prefabricated Construction)

The Building Materials and Prefabricated Construction industry cluster consists of establishments that are engaged in the manufacture of building materials and prefabricated construction or their directly related components. Canadian, Custer, and Blaine Counties have approximately 100 to 500 jobs in this cluster. The Tribes have recently established a tribally-based enterprise for the construction of metal buildings. This is a new business venture established in the summer of 2010 at Concho.

## Growth Sectors

### Bioscience Industry

The Bioscience Industry is a rapidly growing sector in Oklahoma with more than 500 bioscience-related businesses and organizations. The Oklahoma Department of Commerce has identified bioscience as one of the state's targeted industries. In 2007, the legislature established the Oklahoma Bioenergy Center with collaboration/partnerships with Oklahoma University, Oklahoma State University and the Samuel Roberts Noble Foundation. The Bioscience industry cluster consists of businesses in research, testing & medical laboratories, medical devices & equipment development, drugs & pharmaceuticals, and agriculture feedstock & chemicals development.

## CEDS Goals and Objectives

### SECTION THREE



*Our Vision for Economic Development over the next ten (10) years is to:*

- ◆ *Create, strengthen, and upgrade our infrastructure systems*
- ◆ *Develop and expand our life-long education opportunities*
- ◆ *Develop tribal industries, businesses, and natural resources to be self-sustaining.*

## Section Three - CEDS Goals and Objectives

### CEDS Vision Statement

The CEDS Vision Statement was developed by long-standing tribal community stakeholders who were familiar with the problems, plights, and the struggles the Tribes have experienced over the years with economic development. The CEDS Vision Statement covers the main issues at hand for the tribal communities: addressing aging-infrastructure issues, expanding educational opportunities, further developing tribal business initiatives to create more jobs for tribal members, and exercising tribal sovereignty to maximize economic benefits for the Cheyenne and Arapaho People. The CEDS Vision Statement is as follows:

#### Our Vision for Economic Development over the next ten years is to:

- Create, strengthen, and upgrade our infrastructure systems
- Develop and expand our life-long education opportunities
- Develop tribal industries, businesses, and natural resources to be self-sustaining.

### CEDS Goals and Objectives

The tribal economic development goals and objectives were developed during the public input process at the CEDS Economic Development Symposium sessions in the fall of 2010. Each goal and objective was formulated to address the blocks and barriers to achieving economic development for the Tribes and to implement the CEDS Vision Statement. The tribal community developed four main economic goals that they thought were the most urgent to be addressed, and could be achieved over the next five years. The four main goals and objectives are shown below.

#### **Goal #1: Empowering the People to set direction and policy for economic development for the Tribes**

- Amend the Constitution
- Develop an economic development board
- Set policy and procedures

- Require council approval on new projects
- Involve the People in every step of the development
- Educate and re-educate
- Educate/promote/campaign for economic development

#### **Goal #2: Educating our People to become effective leaders while preserving our culture and heritage.**

- Establish a policy that will promote employee incentives based on the number of trainings they received.
- Provide leadership training starting with preschool and continue through to adulthood.
- Provide culture and heritage classes in our public school systems.
- Create scholarship programs with an internship payback policy.
- Recruit tribal employees to enroll in courses and earn degrees at the Tribal College.
- Institute bi-annual culture and heritage days with a buffalo feed.

#### **Goal #3: Establish collaboration and trust among all segments of tribal government to accomplish Economic Development goals.**

- Don't forget the People or companies who helped us to be successful
- Keep track of money for accountability and transparency
- Use our money for the Tribes benefit
- Communication needs to be in laymen's terms to show transparency and avoid misinformation
- Consistent and effective communication
- Celebrate our successes

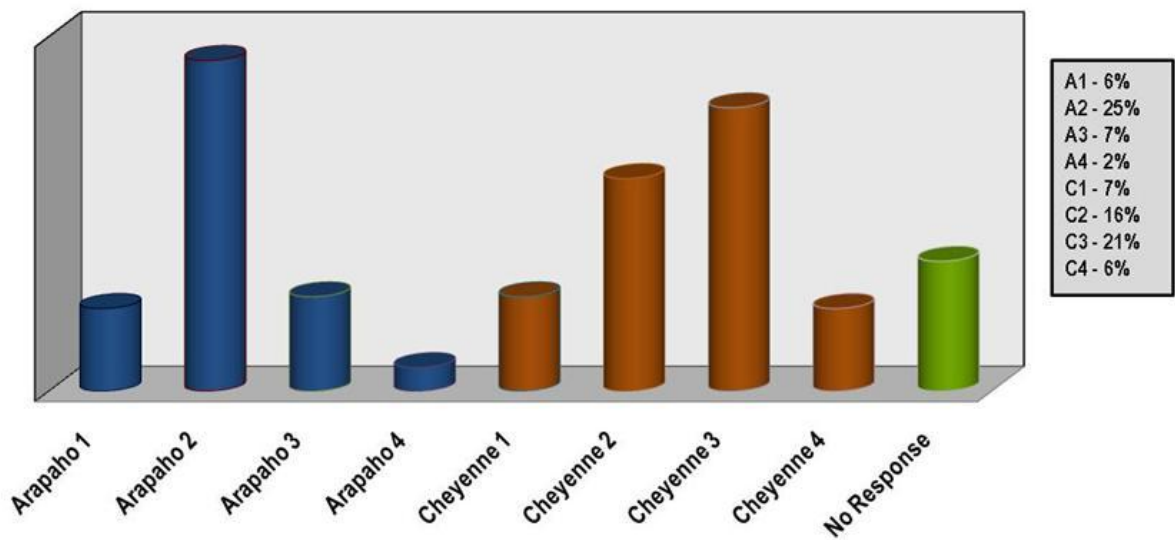
#### **Goal #4: Establish an organizational framework for planning and developing economic development projects.**

- Develop an economic development plan and maintain it.
  - Prepare workforce for future projects.
  - Develop building and zoning codes and apply them to existing and new facilities.
  - Plan for growth when designing projects.
  - Establish framework for economic development policies and procedures for infrastructure preparation and development of future projects.
  - Implement water, sewer, power lines, broadband, and communications to provide services for each tribal reserve.
  - Share input toward development with the Tribal Council.
  - Establish communication and organization (both Internal and External)
  - Develop a capital improvements plan (after a thorough assessment)
- Develop a tribal infrastructure inventory and set-up an advisory board for utilities to support construction.

# COMMUNITY & PRIVATE SECTOR PARTICIPATION

## SECTION FOUR

Community Survey Results: "What District are you registered in?"





## Community and Private Sector Participation

The Cheyenne and Arapaho CEDS Plan is a result of broad participation of multiple stakeholders who included the CEDS Strategy Committee, Tribal Community Members, Tribal Leadership, Tribal Program Directors and Staff, and local municipal representatives. The CEDS planning process began with an in-depth economic analysis of the tribal jurisdiction. This was followed by stakeholder interviews, a community survey, and a series of community workshops to identify the strengths and weaknesses in the tribal economy and opportunities and threats (Problems) needed to be addressed to move the tribal government forward and stimulate the tribal economy. The outcome was a collective community vision for tribal economic development for current and future generations of the Cheyenne and Arapaho People. The CEDS planning process also enabled the CEDS planning team to identify private sector participants to develop collaborative relationships with in the future. An overview of the community and private sector participation process is discussed in this section.

### Private Sector Participation

The Cheyenne and Arapaho Tribes would like to broaden representation from other sectors to capture an expanded range of community and other economic interests within the tribal jurisdiction. The Tribes anticipate future opportunities for members of other sectors to participate in the CEDS activities, creating a greater level of cooperation in the project implementation phase. The CEDS Action Plan strategies include the development of collaborative relationships and possible partnerships with private sector businesses in the Wind and Solar Energy Sectors, the Bioscience Sectors, as well as the Manufacturing Sectors in the region.

Currently the Tribes have collaborated with other sectors (both public and private) on various tribal projects. In recent years, the Tribes worked with the Southwest Oklahoma Development Authority (SWODA) to complete waterline improvements in

the City of Clinton, where the Tribes own a significant amount of trust land within the City's municipal limits. The Tribes also have built collaborative relationships with a number of private sector businesses through their casino enterprises, tribal smoke shops, and tribal administration services.

The Cheyenne and Arapaho Tribes Planning & Development Office works together on various projects with the Oklahoma Emergency Management Authority (OEMA), the City of El Reno, the City of Clinton, and the Central Oklahoma Regional Development, Inc. (CORD) organization which represents: Blaine, Canadian, Grady, and Kingfisher Counties, and the Towns of: Calumet, Hinton, Okarche, Union City, El Reno, Geary, Kingfisher, Minco, Piedmont, and Watonga. A large number of tribal members reside within these communities. The City of El Reno has recently approached the Tribe's Planning & Development Office seeking to partner on a walking trail project.

### Community Participation

A community-based planning approach was the main mechanism for the community participation process for the development of the CEDS Plan. Community-based planning emphasizes both public participation, and ongoing processes of communication between the planners, tribal community members, and tribal government leadership. This method of planning implies that the position of participants within the social-economic hierarchy is heard, and ensures that one group will not dominate the communication process over another. Key components of community-based planning are:

- *The knowledge of the group is used as a basis to start discussions on community economic development issues.*
- *By listening to people's experiences and stories, a knowledge base will come forth and the people will shape what happens within the planning context.*
- *By coming together as a group, the tribal community can develop a common vision.*

- *By coming together to communicate, they can begin to understand the unique interests and expectations of the tribal communities.*
- *When creating economic development strategies for the Tribes, the unique characteristics of each community must be considered so that the strategy can be designed within a broader context, and incorporate some flexibility to adjust to a changing community's needs.*

In addition, community-based planning builds on community and cultural wisdom. It capitalizes on the premise that tribal community members are in touch with local needs, conditions, and resources from the land, and can devise innovative and effective solutions to many economic development problems within their communities.

### **Community Involvement Plan**

The CEDS community involvement plan was accomplished with three main community-based planning tools: *Individual Stakeholder Interviews*, *a Community Survey*, and a series of facilitated *Economic Development Workshops*. The collectivism brought forth from these planning forums resulted in insightful findings that supported the quantitative research for the CEDS, and defined a comprehensive overview that helped identify the problems and opportunities of the tribal economy; developed a unified economic development vision statement for the CEDS; and created achievable goals and objectives, and implementation strategies.

### **Stakeholder Interviews**

Over 20 stakeholder interviews were conducted with key tribal staff, tribal legislators, tribal elders, tribal community members, local municipal representatives, the SWODA Economic Development District, and state Economic Development contacts to seek information on economic development issues affecting the Tribes. A number of these individual interviews were conducted by using a combination of telephone, email, and face-to-face interviews. A CEDS Interview Questionnaire was developed to conduct the interviews with the following main questions:

- ☑ *What type of economic development projects are in the works or planned for the future?*
- ☑ *What type of economic development projects would you like to see in the tribal jurisdiction?*
- ☑ *In your opinion, what are the economic development needs for the Cheyenne and Arapaho Tribes?*
- ☑ *What are the Strengths, weaknesses, opportunities, and threats (SWOT) for economic development for the Tribes?*
- ☑ *What are the barriers to economic development for the Cheyenne and Arapaho Tribes?*

Some Tribal Directors were asked specific questions about their departments in an effort to provide updated information about program services for the CEDS and all interviewees were given the SWOT question to answer. Individual interviews were conducted with several tribal elders who have resided in El Reno, Concho, Watonga, Weatherford, and Hammon for many years. These interviews provided anecdotal information on tribal economic development efforts from past years, and helped amplify the voices of remotely located tribal community members in the community participation process. Results from the interviews were incorporated into the SWOT Analysis and Problems and Opportunities Sections of the CEDS.

### **Community Survey**

A community survey was developed to solicit feedback from community members on various economic development issues they face. A two-page survey was developed and distributed to tribal members at the Annual Tribal Council Meeting on October 2, 2010. The Cheyenne and Arapaho Planning & Development Office and CWF Planning Services held a “CEDS Community Survey Booth” at the meeting and provided information on the CEDS Plan. Approximately 114 surveys were completed by interested tribal community members. The Community Survey results were tallied and compiled into a report to the CEDS Strategy Committee and presented at Governor Boswell’s Economic Development

Symposium and incorporated into the SWOT Analysis and Problems and Opportunities Sections of the CEDS. Major themes from the Community Survey indicated a community desire for more jobs (higher-paying quality jobs), job training, educational opportunities, affordable housing, and the development of more tribal business enterprises to stimulate the tribal economy. In addition, survey participants ranked a preliminary listing of economic projects they felt were most important for the Tribes to focus on. The Community Survey results can be found in the Appendix.

### ***Economic Development Workshops***

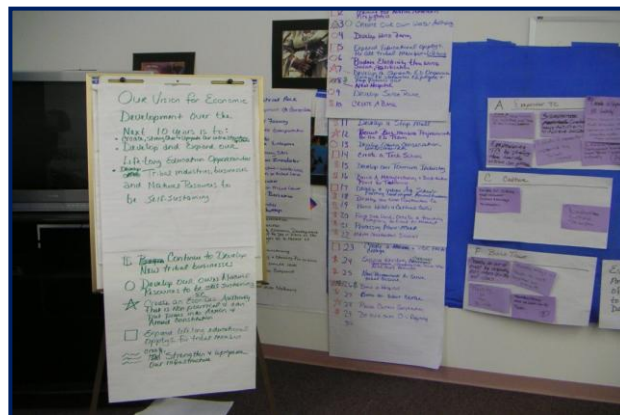
A series of economic development workshops were held in the tribal jurisdiction as a forum for tribal community members, the CEDS Strategic Committee, and tribal leadership to come together to discuss important issues which affect the tribal economy. The meetings were organized in a workshop format with a symposium theme “Governor Boswell’s Economic Development Symposium” to encourage a broad range of community participation. Ads were placed in the tribal newspaper inviting the public to attend the symposium and a printed public invitation was

developed and handed out at a number of community meetings throughout the tribal jurisdiction to reach a wider range of tribal community members. One of the symposium sessions featured Chairman John “Rocky” Barrett, a tribal leader from the Citizen Potawatomi Nation (CPN), who spoke about economic development for the CPN tribal communities in eastern Oklahoma.

The symposium featured three separate facilitated workshops with meeting agendas based on maximizing participation, commitment, and ownership using the *Technology of Participation (ToP) Methods*. During the three workshop sessions, community participants engaged as a team in focused group conversations and group exercises that centered on ways to break the blocks and barriers that prevent the Tribes from reaching a collective economic development vision. The participants also examined ways to move the Tribes forward towards a unified community vision, and developed CEDS goals and objectives, and a list of prioritized economic development projects for the CEDS Plan.



*Participants at the Economic Development Workshops*





## CEDS Meeting Schedule

The CEDS Strategy Committee meetings and economic development workshops were held on the dates shown in figure 35.

**Figure 35 - CEDS Community Meetings.**

Date	Community Meeting Description	Location
4/29/2010	CEDS Project Kick-Off Meeting with CEDS Strategy Committee	Concho, OK
08/30/2010	CEDS Strategy Committee Meeting - CEDS Existing Conditions Report	Concho, OK
10/02/2010	CEDS Community Survey Information Booth at Tribal Council Meeting	Concho, OK
10/22/2010	CEDS Economic Development Workshop One - <i>Vision Statement Development</i>	El Reno, OK
10/23/2010	CEDS Economic Development Workshop Two - <i>Goals and Objectives Development</i>	El Reno, OK
11/16/2010	CEDS Economic Development Workshop Three - <i>Project List and Implementation Schedule Development</i>	Clinton, OK

## CEDS 30-Day Public Review

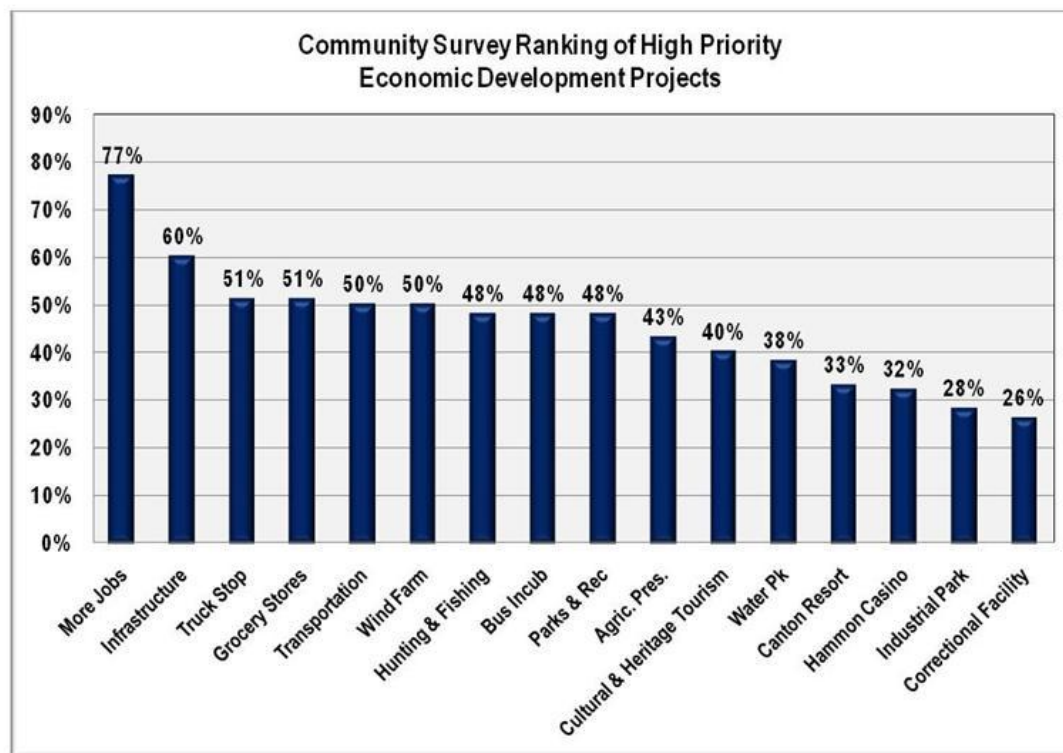
A CEDS 30-day public review comment period was held on April 17, 2011 through May 17, 2011. During this time, the CEDS final draft was available for review at the tribal headquarters Planning & Development Office in Concho, OK. A public notice was placed in the Cheyenne and Arapaho Tribal Tribune newspaper announcing the CEDS 30-day public review and a public announcement flyer was distributed by the Planning & Development Office. The final CEDS draft was also placed in electronic format on the Tribe's website: [www.c-a-tribes.org](http://www.c-a-tribes.org) during the 30-day public review period.

In addition to the published public notification, a public event was scheduled on April 27<sup>th</sup> and 28<sup>th</sup>, 2011 in two tribal communities. This event was a community "CEDS Plan Van" visit. The CEDS Plan Van (a mobile planning office converted from a tribally-owned ambulance) visited tribal community members at the Feather Warrior Casino in Watonga, OK and the Lucky Star Casino in Clinton, OK. Over 60 tribal members visited the Plan Van and reviewed the CEDS final draft and CEDS overview PowerPoint presentation shown at the event.

*Tribal community members visit the CEDS Plan Van in Watonga, OK.*



# STRATEGIC PROJECTS, PROGRAMS, & ACTIVITIES SECTION FIVE





## Strategic Projects, Programs and Activities

The CEDS Plan includes a list of vital projects that address the immediate and long-term needs of the tribal jurisdiction. A proposed economic development project listing was initially compiled from the Cheyenne and Arapaho Tribes Comprehensive Plan - site planning tasks, feedback received from community members at the CEDS Economic Development Symposium in October 2010, the CEDS Community Survey, and various tribal community participation meetings. After the proposed project list was complete, there were over 80 tribal projects that needed to be evaluated and prioritized according to immediate and long-term needs of the tribal communities.

## Project Evaluation Criteria

Project evaluation criteria was developed incorporating the EDA's evaluation criteria as the base, and then additional evaluation criteria was added to address tribal trust land restrictions and considerations for land development. The full proposed project list can be reviewed in the Appendix section.

At the CEDS Workshop held in November 2010, Tribal Community Stakeholders were asked to prioritize a list of projects that were most urgently needed for the tribal economy. To prioritize, the group was provided with the proposed economic development projects list and evaluation criteria. The group then reviewed each proposed project and evaluated the need according to the evaluation criteria. This process of prioritization helped each group identify if a project was viable and should be included in the final CEDS report. The CEDS evaluation criterion is listed in the chart below.

### EDA Evaluation Criteria Description:

1. National Strategic Priorities
2. Economically Distressed & Underserved Communities
3. Return on Investment
4. Collaborative Regional Innovation
5. Public/Private Partnerships

### Other Tribal Economic Development Evaluation Criteria:

1. Project can be completed within a five-year timeframe?
2. Will new sustained employment (jobs) be generated from project?
3. Is non-EDA funding committed to the project?
4. Will the project subject the Tribes to pay county property taxes on the proposed project?
5. Can the improvements to the site be taxed?
6. Does the proposed development project site encompass tribal archeological resources?
7. Does the proposed project act in harmony with Cheyenne & Arapaho culture and heritage?
8. Does the proposed project pose an environmental hazard to the site, community, or surrounding land?
9. Was a project feasibility study and market study completed for proposed project/development?
10. How does the project address the following:
  - Regional economy, Tribal community needs, Job creation/workforce development for tribal members
11. Does the project plan for adequate and future expansion of required infrastructure?
12. Is the Project flexible enough to plan for unknown elements?
13. Does the project address high rates of poverty, unemployment, and improve the current living standards of tribal members?

## Vital Projects

The following projects were prioritized using three timeframes: **Immediate (1 to 3 years)**; **Short-term (3 to 5 years)**; and **Long-term (5 to 10 or more years)**.

### Final Priority Projects - Immediate (One to Three Year Timeframe)

Final Ranking	Prioritized Economic Development Projects	Project Lead	Estimated Jobs Generated
1	<b>Upgrade water and sewer treatment facilities and electrical wire infrastructure - Concho</b> <b>Type: Infrastructure</b> Description: Upgrade and bury electrical wire infrastructure, Upgrade waterlines, water/wastewater, sewer and water treatment facilities	Economic Development, Planning & Development	25 - 50 potential jobs
2	<b>Tribal Neighborhood Master Plan - Canton</b> <b>Type: Housing Development</b> Description: Tribal Neighborhood master plan; preliminary engineering reports; environmental assessments; architectural design; construction of variety of housing unit types for tribal members	Tribal Housing Authority, Planning & Development	25 - 50 potential jobs
3	<b>Truck Stop &amp; Gas Station Project - Concho and Elk City</b> <b>Type: Business Development</b> Description: Feasibility study and marketing study to develop a tribal truck stop and gas station business with master plan	Economic Development, Planning & Development	25 potential jobs
4	<b>Concho Tribal Construction Company</b> <b>Type: Business Development</b> Description: Develop 8A tribal business to offer tribal construction services	Economic Development, Planning & Development	100 potential jobs
5	<b>Tribal Cultural Center - Concho</b> <b>Type: Tourism and Gaming</b> Description: Master Plan for a Tribal Cultural Center and Museum	Culture & Heritage, Planning & Development	25 potential jobs
6	<b>CATC Tribal College Facility (Independent Campus)</b> <b>Type: Job Generation and Lifelong Education Outreach</b> Description: Master Plan for a new Tribal College Facility. New Facility will qualify CATC to become accredited and eligible for more funding opportunities.	CATC Staff, Planning & Development	25 potential jobs
7	<b>Cheyenne &amp; Arapaho Television Station</b> <b>Type: Communications</b> Description: Strategic Plan to Operate Tribal TV and Radio Station	Media Dpt, Planning & Development	1-5 potential jobs

### Final Priority Projects - Short-term (Three to Five Year Timeframe)

Final Ranking	Prioritized Economic Development Projects	Project Lead	Potential Jobs Generated
1	<b>Hotel Accommodations/Expansion/Feasibility Studies - All Sites</b> <b>Type: Tourism and Gaming</b> Description: Feasibility Study and Marketing Study to develop a tribal hotel resort	Economic Development, Planning & Development	100 potential jobs
2	<b>Tribal Neighborhood Master Plans - Concho</b> <b>Type: Housing Development</b> Description: Tribal Neighborhood master plans; preliminary engineering reports; environmental assessments; architectural design; construction of variety of housing unit types for tribal members	Tribal Housing Authority, Planning & Development	25 - 50 potential jobs

3	<b>Concho Tribal Farm &amp; Ranch Business</b> <b>Type: Business Development</b> Description: Develop Business Plan to Build Capacity for Farm & Ranch Program	Economic Development, Planning & Development	50 potential jobs
4	<b>Cheyenne &amp; Arapaho Television Station</b> <b>Type: Communications</b> Description: Expand Tribal TV and Radio Station and find long-term funding support for fully operational Program.	Media Dpt, Planning & Development	6-10 potential jobs

*Final Priority Projects Long-term (Five to Ten or More Year Timeframe)*

Ranking	Prioritized Economic Development Projects	Project Lead	Potential Jobs Generated
1	<b>Tribal Constitution Reform Project</b> <b>Type: Economic Development Framework</b> Description: Create a Tribal Constitution Reform Committee; develop an action plan to develop a revised Tribal Constitution	Planning & Development	Not Applicable
2	<b>Tribal Energy Board/Authority</b> <b>Type: Infrastructure</b> Description: Develop a tribal Energy Board/Authority for: Wind, Electricity, Solar, Gasification	Economic Development, Planning & Development	5-10 potential jobs
3	<b>Tribal Water Board/Authority</b> <b>Type: Infrastructure</b> Description: Develop a Tribal Water Board/Authority; Research Tribal Water Rights Issues; Establish Tribal Water Needs and Best Uses	Economic Development, Planning & Development	5-10 potential jobs
4	<b>Concho Water Quality Research</b> <b>Type: Infrastructure</b> Description: Investigate and address water quality issues on tribal reserves	EPA, Planning & Development	5-10 potential jobs
5	<b>El Reno Property Development</b> <b>Type: Infrastructure</b> Description: Feasibility study and marketing study, and preliminary engineering report on full infrastructure needs. At a minimum, project will need: widening of road; purchase the rights of way from adjacent property owners, need turn-out lanes and traffic signals; may need to lay pipes under the river if more water is required; fire suppression improvements to site	Economic Development, Planning & Development	25-50 potential short-term jobs
6	<b>Rodeo Joe's Craft &amp; Flea Market</b> <b>Type: Business Development</b> Description: Develop a business plan for a tribal arts and crafts flea market	Economic Development, Planning & Development	10-15 potential jobs
7	<b>Concho Metal Building Business</b> <b>Type: Business Development</b> Description: Develop business plan for a sales and distribution center for metal buildings	Economic Development, Planning & Development	10 potential jobs
8	<b>Clinton Light Manufacturing Business</b> <b>Type: Business Development</b> Description: Feasibility Study and marketing study to determine viability of light manufacturing business	Economic Development, Planning & Development	25 potential jobs
9	<b>Concho Buffalo Meat/By Products Business</b> <b>Type: Business Development</b> Description: Develop a meat-packing facility to process tribal buffalo and cattle to market to public	Economic Development, Planning & Development	25 potential jobs

10	<b>Agricultural Production - All Reserves</b> <b>Type: Business Development</b> Description: Develop agriculture crops on various tribal reserves	Economic Development, Planning & Development	50-100 potential seasonal jobs
11	<b>Tribal Event Center - El Reno</b> <b>Type: Tourism and Gaming</b> Description: Develop a business plan to determine feasibility of building a tribal event center in El Reno	Economic Development, Planning & Development	50-100 full-time & part-time potential jobs
12	<b>Cheyenne &amp; Arapaho Television Station</b> <b>Type: Communications</b> Description: Long-term funding support to operate Tribal TV and Radio Station.	Media Dpt, Planning & Development	6-10 potential jobs

# CEDS PLAN OF ACTION

## SECTION SIX





## CEDS Plan of Action

The Action Plan was developed to address the issues brought forth from the Problems and Opportunities Analysis Section and the Goals and Objectives. The conclusion from the Problems and Opportunities Analysis was that there were several major problems that must be addressed over the next five years in order to move the Tribes forward. In addition, the current economic development framework or internal process will need to be strengthened and expanded to become effective for the Tribes. Without the necessary economic structure, the Tribes will not be prepared to take advantage of future economic opportunities or overcome the weaknesses and threats that have prevented effective economic development practices for the tribal economy.

The Action Plan focuses on addressing the need to rebuild the economic development framework and internal structure to expand the Cheyenne and Arapaho tribal economy over a five-year timeframe. The components of the CEDS economic development framework are:

- *Promotes economic development and opportunity*
- *Fosters effective transportation access*
- *Enhances and protects the environment*
- *Maximizes effective development and use of the workforce consistent with the tribal workforce investment strategy*
- *Promotes the use of technology in economic development, including access to high-speed telecommunications*
- *Balances resources through sound management of physical development; and*
- *Obtains and utilizes adequate funds and other resources.*

## Strategies

Strategies were framed to help create a planning framework that will be more effective and help enhance existing internal processes. The strategies listed under each goal and objective identifies the specific action steps to be taken for completion.

Each strategy has been assigned a Tribal Department/Staff or Committee who can realistically accomplish the task within the timeframe stated. The main actions of the strategies to aid in rebuilding the Tribe's economic structure are:

- *Establishment of Oversight Committees*
- *Establishment of Economic Development Policies and Procedures*
- *Assignment of tribal staff to complete the CEDS Strategies*
- *Creation of Tribal Economic Development Campaigns*
- *Restructuring Internal Networks within the Tribal Programs to Implement CEDS Strategies*
- *Accessing Capital to fund Economic Development Projects*

The tribal staffing assignments and timeframes allotted are defined as follows:

Abbreviation Used	Cheyenne & Arapaho Tribal Departments
ED	Economic Development Department
EDU	Education Department
CATC	Cheyenne and Arapaho Tribal College
P&D	Planning & Development Department
COM	Oversight Committees/Board of Directors/Commissions
TF	Task Force
GC	Procurement, Grants & Contracts Department
TRAN	Roads and Transportation Department
C&H	Culture & Heritage Department
EB	Executive Branch
LEG	Legislative Branch
FIN	Finance Office
TC	Tribal Council
WIA	Tribal WIA Office
ALC	Tribal Alcohol Treatment Program
THA	Tribal Housing Authority
EPA	Tribal EPA Office
NR	Natural Resources
MTV	Media Department (New TV and Radio Station)
Abbreviation Used	Timeframe Description
Immediate	Completed in 1 to 3 Years
Short-term	Completed in 3 to 5 Years
Long-term	5 to 10 Years or More
Annual Basis	Yearly

## Action Plan Strategies

### Goal 1: Empowering the People to set direction and policy for economic development for the Tribes.

#### Objective 1.1

#### *Amend the Cheyenne & Arapaho Tribes Constitution*

Strategies	Who	Timeframe
<b>Strategy #1:</b> Write a grant to ANA or other potential funding sources to fund a tribal constitution project to reform the current economic development structure that will maximize the profitability of all tribal business enterprises through effective management and administration, while safeguarding tribal interests, enhancing tribal sovereignty, exercising stewardship over tribal resources, and eliminating political influences on economic development.	<b>Lead: ED, GC, P&amp;D, EB</b>	Immediate
<b>Strategy #2:</b> Develop a tribal constitution reform committee and begin meeting together to discuss areas of restructure, revisions, and policy direction. Meet on a monthly basis.	<b>Lead: ED, P&amp;D</b>	Immediate
<b>Strategy #3:</b> Examine different tribal constitutions and develop a comparison/contrast analysis of best practices and successful outcomes of policy development.	<b>Lead: ED, P&amp;D, COM</b>	Immediate
<b>Strategy #4:</b> Examine internal procedures for drafting, and passing tribal resolutions, making business decisions, and establishing consensus for economic development projects and initiatives. List the necessary changes to the process to streamline or eliminate tribal government bureaucracy.	<b>Lead: ED, P&amp;D, COM</b>	Immediate
<b>Strategy #5:</b> Examine current tribal laws that need to be updated to complete the constitution reform process. <sup>42</sup>	<b>Lead: LEG, ED, P&amp;D, COM</b>	Immediate
<b>Strategy #6:</b> Develop a policy to allow the creation of a separate economic development entity that will operate as a tribally-owned business/corporation separate from tribal political influences.	<b>Lead: ED, P&amp;D, COM, LEG</b>	Immediate
<b>Strategy #7:</b> Examine current tribal constitution structure for elected leadership terms and develop a comparison/contrast analysis to determine the impacts of a non-staggered term vs. a staggered term system for Executive Branch, Legislative Branch, and Judicial Branch appointments.	<b>Lead: ED, P&amp;D, COM</b>	Immediate
<b>Strategy #8:</b> Develop an action plan to revise a new tribal constitution for ratification by Tribal Council that will safeguard the economic development structure, tribal program delivery, provide a means for conflict resolution, and protect tribal finances.	<b>Lead: ED, P&amp;D, COM, EB</b>	Immediate

<sup>42</sup> Note: Amendments to the Tribal Constitution can only be initiated by the Legislature or a petition signed by 30% of the Voters to hold a special election.

**Objective 1.2*****Develop an Economic Development Board.***

<b>Strategies</b>	<b>Who</b>	<b>Timeframe</b>
<b>Strategy #1:</b> Develop an Economic Development Board of Directors to plan, develop, and oversee short and long-term economic development strategies. The Economic Development Board of Directors' structure at a minimum should consist of at least seven (7) members with the addition of one tribal member and a Legislative staff representative. The tribal members should include one Cheyenne and one Arapaho representative; and two (2) representatives that can offer specific business expertise.	<b>Lead: ED, P&amp;D, EB, LEG</b>	Immediate
<b>Strategy #2:</b> After the Economic Development Board of Directors have been established, provide provisions for Board trainings and development, business planning, project management, conflict resolution, facilities planning, and fundraising.	<b>Lead: ED, EB, LEG</b>	Immediate
<b>Strategy #3:</b> Develop a tribal economic development business plan for a separate corporate entity and develop regulations that can be enforced. Explore the best corporate organizational model (i.e., separate Tribal Corporation or Holding Company that serves as an umbrella company for other tribal subsidiaries) for the entity that is wholly-owned by the Tribes, and functions under a defined set of regulations that limit political influences that impact business decisions. Establish a separate tribal economic development entity based on the economic development board's recommendations and findings from the business plan.	<b>Lead: ED, P&amp;D, COM, LEG</b>	Immediate

**Objective 1.3*****Set economic development policies and procedures for project development, funding, operations, and implementation.***

<b>Strategies</b>	<b>Who</b>	<b>Timeframe</b>
<b>Strategy #1:</b> Research and develop an outline of the current economic development process in place; research other tribal regulations that may affect or may be affected by economic development policies. Research and examine other tribal economic development or state or regional policies and procedures for comparison analysis. Develop policies and procedures that promote the Tribes economic development vision, goals, and objectives, guides land development, business establishment/recruitment and operation, high-quality customer service, expansion and diversification of industries to promote self-determination and financial stability, and provide for effective communication and dissemination of information to the tribal population.	<b>Lead: ED &amp; P&amp;D, COM, LEG</b>	Immediate
<b>Strategy #2:</b> Create a list of local agencies (municipal/state/tribal) to review proposed economic development/land development projects to capture wide range of community stakeholder input. Proposed project developer to incorporate any public comments into final project documents.	<b>Lead: ED, P&amp;D, COM</b>	Immediate

**Objective 1.4*****Require Tribal Council approval on new economic development projects.***

<b>Strategies</b>	<b>Who</b>	<b>Timeframe</b>
<b>Strategy #1:</b> Develop an Economic Development Commission or panel consisting of members from the Tribal Council to approve proposed projects on behalf of the Tribal Council at a public hearing.	<b>Lead: ED, P&amp;D, COM</b>	Immediate
<b>Strategy #2:</b> Create a policy that will give the Tribal Council Economic Development Commission the authority to approve proposed projects.	<b>Lead: ED, P&amp;D, COM</b>	Immediate
<b>Strategy #3:</b> Develop a forum to present all economic development/land development project information at a public hearing before the Tribal Council on a quarterly basis at the tribal headquarters and document the process at each meeting, utilizing specific Rules of Order.	<b>Lead: ED, P&amp;D, COM</b>	Immediate

**Objective 1.5*****Involve the People in every step of the development.***

<b>Strategies</b>	<b>Who</b>	<b>Timeframe</b>
<b>Strategy #1:</b> Present proposed economic development projects information on the Cheyenne and Arapaho TV Station to reach a wide range of tribal community members.	<b>Lead: ED, P&amp;D, EDU</b>	Immediate
<b>Strategy #2:</b> Develop an economic development policy and procedure to notify the public on a proposed project that utilizes the following methods: posting of information signs on the subject property, general newspaper notices, articles, and announcements on the tribal website, and community neighborhood newspapers with information on upcoming community involvement meetings/hearings and comment periods. This policy should be incorporated with the Economic Development entity.	<b>Lead: ED, P&amp;D, COM</b>	Immediate

**Objective 1.6*****Educate and re-educate***

<b>Strategies</b>	<b>Who</b>	<b>Timeframe</b>
<b>Strategy #1:</b> Economic Development staff, Board of Directors, and Economic Development Commission to attend one economic development conference per year geared towards alternative energy development, creating jobs, and creating and expanding business enterprises. (Conference attendees will be required to provide a written report to the Economic Development Board of Directors.)	<b>Lead: ED, P&amp;D, COM, EDU, CATC</b>	Immediate
<b>Strategy #2:</b> Investigate tribal water use issues (for existing & future infrastructure) for all tribal reserves. Meet with the State of Oklahoma Water Board to determine statewide water rights trends and changing regulations.	<b>Lead: NR, EPA, P&amp;D, EB</b>	Immediate
<b>Strategy #3:</b> Create a special tribal Economic Development Opportunity Fund to serve as a local match for state and federal funding for economic development project opportunities.	<b>Lead: ED, EB, LEG</b>	Immediate

**Objective 1.7****Educate/promote/campaign for economic development.**

<b>Strategies</b>	<b>Who</b>	<b>Timeframe</b>
<p><b>Strategy #1:</b> Create a tribal campaign theme/ slogan for economic development to build upon the geographical advantages of the physical location of tribal lands and focuses on a comprehensive approach that includes the CEDS vision, goals and objectives, and includes the participation of all tribal programs. The Campaign theme/slogan and marketing materials can be designed to incorporate the following elements:</p> <ul style="list-style-type: none"> <li>▪ <i>Tribal land base location creates unique opportunities for business development in the clean energy industry, tourism/destination industries, development of fine dining restaurants with cultural displays, as well as expansion of the gaming industries in the region.</i></li> <li>▪ <i>Development opportunities on prime tribal property along the Interstate 40 Corridor within the tribal jurisdiction</i></li> <li>▪ <i>Showcase tribal assets</i></li> <li>▪ <i>Promote the Tribes as a regional leader in the gaming industry in Western Oklahoma</i></li> <li>▪ <i>Promote Heritage Tourism and tribal enterprises</i></li> <li>▪ <i>Attract wind turbine manufacturing to the area</i></li> <li>▪ <i>Promote the tribal workforce and other incentives.</i></li> </ul>	<b>Lead: ED, P&amp;D, COM</b>	Immediate
<p><b>Strategy #2:</b> Promote the new campaign through: the tribal newspaper, Cheyenne and Arapaho TV and Radio Media Studio, billboard signage, transit vehicle signage, community meetings and events. Create a tribal economic development webpage that focuses on economic development, tribal businesses, and community activities. Develop an economic development newsletter and publish on a quarterly basis to promote strategies.</p>	<b>Lead: MTV, ED, P&amp;D, COM, TRAN, EB</b>	Immediate
<p><b>Strategy #3:</b> Explore the American Indian Tribal Lands Tax Credits program and develop a strategy to attract industry cluster businesses to the region using this program as an incentive. (Congress recently extended this program through December 31, 2011).</p>	<b>Lead: ED, P&amp;D, COM</b>	Immediate
<p><b>Strategy #4:</b> Establish a consistent presence at industry cluster forums, trade shows, and conferences. Place tribal members who possess specific business expertise in key positions within regional and national tribal economic development organizations.</p>	<b>Lead: ED, P&amp;D, EDU, CATC, EB</b>	Immediate
<p><b>Strategy #5:</b> Host an annual regional economic development conference and collaborate with regional economic development agencies/programs, and major employers in the area to participate.</p>	<b>Lead: ED, P&amp;D, EDU, CATC, EB</b>	Immediate
<p><b>Strategy #6:</b> Partner with the C&amp;A Gaming Commission to develop co-marketing campaigns to promote tribal gaming and economic development initiatives (Economic Development Campaign Theme). Offer Casino top entertainers the chance to donate to the tribal Economic Development Opportunity Fund and help build sustainable tribal communities in the tribal jurisdiction.</p>	<b>Lead: ED, P&amp;D, Gaming, EB</b>	Immediate



<b>Strategy #7:</b> Create a funding opportunity for the education department or CATC to launch a community campaign to promote lifelong educational initiatives at the K-12 grade, community college, and university educational levels.	<b>Lead:</b> ED, P&D, EDU, CATC, EB	Immediate
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## Goal 2: Educating our People to become effective leaders while preserving our culture and heritage.

### Objective 2.1

***Establish a policy that will promote employee incentives based on the number of trainings they received.***

Strategies	Who	Timeframe
<b>Strategy #1:</b> Collaborate with the Tribal Human Resources Department to develop an employee incentive program designed to maximize employee productivity and recognize achievements. The Employee Incentive Program will be based on the CEDS Economic Development Vision Statement in an effort to motivate tribal employees to help the Tribes reach economic development goals and objectives. The Employee Incentive Program will be developed with a set of participation rules, eligibility criteria, and a budget for meaningful prizes/awards.	<b>Lead:</b> ED, P&D, EB	Immediate
<b>Strategy #2:</b> Establish a specific policy to recognize tribal employees and tribal community members who contribute to help the Tribes reach economic development goals and objectives.	<b>Lead:</b> ED, P&D, EB	Immediate

### Objective 2.2

***Provide leadership training starting with preschool and continue through to adulthood.***

Strategies	Who	Timeframe
<b>Strategy #1:</b> Develop tribal college training programs tailored to the labor force needs of prospective employers, and expand the tribal educational programs to serve the needs of tribal youth, working age adults, and the elderly population.	<b>Lead:</b> CATC, ED, EDU	Immediate
<b>Strategy #2:</b> Seek funding for life-long educational opportunities for tribal members, job-training programs, small business development, and business incubator seed money.	<b>Lead:</b> CATC, ED, P&D, GC, EDU	Immediate
<b>Strategy #3:</b> Develop a Business Incubator Small Business Center to help individual tribal members create small businesses and cottage industries. Collaborate with state small business incubator organizations to acquire the technical assistance and business networks necessary to build capacity. Provide support/and or information on financial resources for small businesses for individual tribal members who participate in the business incubator. Build an economic development library of data and resources for information dissemination and access to the tribal communities.	<b>Lead:</b> ED, P&D, EDU	Immediate

<b>Strategy #4:</b> Create a campaign to develop the next generation of leaders. The campaign will focus on improving the lives of children, youth, and adults. Partner with the preschool, RESPECT Program, and other appropriate tribal programs to hold Youth and Adult Leadership Development trainings, conferences, retreats, and community events to promote leadership throughout the tribal communities.	<b>Lead:</b> EDU, P&D, CATC, EB	Immediate
<b>Strategy #5:</b> Collaborate with the Tribal Education Department to coordinate with local high schools, vocational technology programs, and colleges to develop school curriculum and training to prepare future tribal workforce for industry cluster employment and new emerging technologies.	<b>Lead:</b> ED, P&D, EDU, CATC	Short-term
<b>Objective 2.3</b>		
<b><i>Provide culture and heritage classes in our public school systems.</i></b>		
Strategies	Who	Timeframe
<b>Strategy #1:</b> Continue to recruit tribal Elders who possess cultural knowledge as a resource to engage and teach tribal youth cultural traditions and heritage of the Cheyenne and Arapaho Tribes as part of the lifelong educational initiatives campaign.	<b>Lead:</b> ED, EDU, CATC	Immediate
<b>Strategy #2:</b> Develop a tribal Cultural Center business plan and solicit for potential funding sources to design a master plan and build the center.	<b>Lead:</b> C&H ED, P&D	Immediate
<b>Strategy #3:</b> Collaborate with the Tribal Education Department and the CATC to promote culture and heritage classes in public school systems, & colleges within the tribal jurisdiction.	<b>Lead:</b> EDU, CATC P&D, ED	Immediate
<b>Strategy #4:</b> Continue to fund and support the development of traditional language classes for tribal members.	<b>Lead:</b> EDU, ED	Immediate
<b>Objective 2.4</b>		
<b><i>Create scholarship programs with an internship payback policy.</i></b>		
Strategies	Who	Timeframe
<b>Strategy #1:</b> Develop a tribal scholarship/Internship program that offers tribal member students with the opportunity to serve in summer and semester internships with tribal business enterprises and participating industry cluster businesses to gain valuable work experience. Once the tribal member completes the degree program and serves an internship, they will be given hiring preference with the tribal enterprise.	<b>Lead:</b> ED, EDU, CATC	Short-term
<b>Strategy #2:</b> Recruit major employers in the region to participate in the tribal scholarship/internship program.	<b>Lead:</b> ED, EDU, CATC	Short-term

**Objective 2.5*****Recruit tribal employees to enroll in courses and earn degrees at the Tribal College.***

Strategies	Who	Timeframe
<b>Strategy #1:</b> Offer scholarships, free or discounted semester tuition, or employer-paid tuition to tribal employees to participate in and complete degree programs, and specific workforce development trainings offered at the CATC.	<b>Lead: EDU, CATC, ED</b>	Short-term
<b>Strategy #2:</b> Recruit major employers in the region to participate in the CATC Enrollment Program.	<b>Lead: ED, EDU, CATC</b>	Short-term

**Objective 2.6*****Institute a bi-annual culture and heritage days with a buffalo feed.***

Strategies	Who	Timeframe
<b>Strategy #1:</b> Create a signature Cheyenne & Arapaho community event that will focus on traditional Cheyenne and Arapaho ways of life with a buffalo feed. Showcase various cultural traditional elements such as tipi making, beadwork, traditional cooking techniques, language booths, and other cultural traditions to help raise community awareness and appreciation of the culture and heritage of both Tribes.	<b>Lead: P&amp;D ED, C&amp;H, EB, EDU</b>	Immediate
<b>Strategy #2:</b> Seek funding to hold the event and collaborate with the Oklahoma Tourism & Recreation Department, the Oklahoma Historical Society, and other local tourism organizations in the region to promote the event statewide.	<b>Lead: P&amp;D, ED, GC</b>	Immediate

**Goal 3: Establish collaboration and trust among all segments of tribal government to accomplish Economic Development goals.****Objective 3.1*****Don't forget the People or companies who helped us to be successful.***

Strategies	Who	Timeframe
<b>Strategy #1:</b> Hold Open Houses at the tribal business locations and invite business constituents and the public.	<b>Lead: ED, EB</b>	Short-term
<b>Strategy #2:</b> Establish business partnerships and collaborative relationships with local and regional economic development organizations, and Chamber of Commerce, national clean energy businesses to expand global economy efforts.	<b>Lead: ED, P&amp;D, EB</b>	Immediate
<b>Strategy #3:</b> Develop collaboration efforts with local businesses that are located along the Tribal Transit Program routes to promote tribal economic development initiatives and job generation for tribal members.	<b>Lead: ED, P&amp;D, TRANS</b>	Immediate

**Objective 3.2*****Keep track of money for accountability and transparency.***

<b>Strategies</b>	<b>Who</b>	<b>Timeframe</b>
<b>Strategy #1:</b> Continue to develop an annual report each year on a consistent basis for the tribal administration, gaming enterprises, smoke shops, tribal businesses, and agricultural/farming activities.	<b>Lead: EB, FIN</b>	Immediate
<b>Strategy #2:</b> Research and implement accountability guidelines to ensure accountability and transparency as follows: <ul style="list-style-type: none"> <li>▪ Track uses of all tribal funds</li> <li>▪ Ensure the reporting of tribal funds is presented in a clear, accurate, timely and transparent manner</li> <li>▪ Ensure funds are used for authorized purposes and mechanisms are in place to protect tribal assets against fraud and wasteful spending</li> <li>▪ Establish a page on the tribal website that allows the public to track funded programs, contract awards, economic development program/project progress, and job creation</li> </ul>	<b>Lead: ED, EB, FIN, LEG</b>	Immediate
<b>Strategy #3:</b> Require all Tribal Program Directors, and Tribal Business Enterprise Directors to provide monthly reports on financial/spending status of respective tribal funds.	<b>Lead: ED, EB</b>	Immediate
<b>Strategy #4:</b> Develop an internal Recovery Committee to research and recover lost revenues, and other funds not accounted for.	<b>Lead: ED, EB</b>	Immediate

**Objective 3.3*****Use our money for the Tribes benefit.***

<b>Strategies</b>	<b>Who</b>	<b>Timeframe</b>
<b>Strategy #1:</b> Evaluate and visit economic development programs from different Tribes on a local and national level, and acquire the necessary knowledge to strengthen and maximize the quality of tribal assets (land base, natural resources, existing businesses, and workforce).	<b>Lead: ED, P&amp;D, EB</b>	Immediate
<b>Strategy #2:</b> Reduce spending leakages by evaluating current expenditures and developing strategies to purchase goods and services from local vendors, or individual tribal businesses, and services providers.	<b>Lead: FIN, EB</b>	Short-term
<b>Strategy #3:</b> Market tribal assets by utilizing the tribal TV and Radio station to develop marketing/advertising videos showcasing the tribal land base, tribal businesses, cultural heritage, tribal events, and education/training opportunities.	<b>Lead: MTV, ED, P&amp;D, EDU, CATC</b>	Immediate
<b>Strategy #4:</b> Research tribal water use issues and develop a tribal water plan to fully maximize Tribal water uses for economic development projects.	<b>Lead: ED, P&amp;D</b>	Immediate
<b>Strategy #5:</b> Continue to monitor and identify business needs.	<b>Lead: ED, EB</b>	Immediate

**Objective 3.4*****Diversity business enterprise development and create job opportunities.***

<b>Strategies</b>	<b>Who</b>	<b>Timeframe</b>
<b>Strategy #1:</b> Encourage renewable energy, bioscience, and manufacturing industry cluster businesses to expand by utilizing tribal natural resources, improve infrastructure, and prepare the tribal workforce with the necessary job skills for work in these industries.	<b>Lead: ED, P&amp;D, EB</b>	Immediate
<b>Strategy #2:</b> Develop a study to examine the feasibility of developing small or large scale tribal outlet retail and grocery retail within the tribal jurisdiction. Research grocery store models that would be appropriate for rural development within the tribal jurisdiction.	<b>Lead: ED, P&amp;D</b>	Immediate
<b>Strategy #3:</b> Create a stronger line of buffalo and cattle herds and quarter horse program through the purchase and breeding of quality livestock. Expand the buffalo herd to all tribal reserves and create a butcher shop that generates jobs to package meat under the Cheyenne and Arapaho Tribes name to sell to the public. Identify tribal lands to plant sweet corn and sell dried corn products in tribal retail centers such as: (Calumet Grocery Store, Casinos, Smoke Shops, C-Stores, and future business ventures).	<b>Lead: ED, P&amp;D, EB</b>	Immediate
<b>Strategy #4:</b> Expand into the tourism and destination industry through heritage tourism initiatives and destination resort development. Develop collaborative partnerships with the Oklahoma Tourism and Recreation Department, the Oklahoma Historical Society, Regional Parks and Recreation Departments, and the Oklahoma Department of Transportation for tourism initiatives.	<b>Lead: ED, P&amp;D, Gaming</b>	Immediate
<b>Strategy #5:</b> Explore the development of locating a franchise-business on tribal lands such as: McDonalds Restaurants, a grocery chain business, or other lucrative business opportunities.	<b>Lead: ED, P&amp;D</b>	Short-term
<b>Strategy #6:</b> Develop market analysis and feasibility studies for the following economic development initiatives: <ul style="list-style-type: none"> <li>▪ Hotel Accommodations - Concho, Clinton, Canton, Watonga</li> <li>▪ Tribal Neighborhood Master Plans - Canton, Concho, Hammon</li> <li>▪ Concho Tribal Farm &amp; Ranch Business</li> <li>▪ El Reno Property Development</li> <li>▪ Rodeo Joe's Craft &amp; Flea Market</li> <li>▪ Concho Metal Building Business</li> <li>▪ Clinton Light Manufacturing Business related to the Wind Energy Industry</li> <li>▪ Concho Buffalo Meat/By Products Business</li> <li>▪ Agricultural Production - All Reserves</li> </ul>	<b>Lead: ED, P&amp;D, GC</b>	Immediate
<b>Strategy #7:</b> Create separate strategic business plans (with SWOT Analysis) for each tribal business enterprise with the following components: <ul style="list-style-type: none"> <li>▪ Updated business plan</li> <li>▪ Financial expectations for business operations</li> <li>▪ Market niche of the business</li> <li>▪ Market Strategy</li> </ul>	<b>Lead: ED, P&amp;D, GC</b>	Immediate



<ul style="list-style-type: none"> <li>▪ Vision an overall Cheyenne &amp; Arapaho economic development strategy</li> <li>▪ Potential of diversifying the business services (i.e., adding internet sales opportunities for Calumet Grocery Store to reach a wider customer base. Geary Nursing Home - diversify the healthcare services to include more services such as short-term care, contracted bed space to IHS or the State of Oklahoma, hospice care, etc.).</li> </ul>		
<b>Strategy #9:</b> Examine ways to help existing tribal businesses to be self-sustaining and self-supporting enterprises and not dependent on the economic development general funds for day-to-day operations.	<b>Lead:</b> ED, P&D, COM	Immediate

**Objective 3.5**

***Communication needs to be in laymen's terms to show transparency and avoid misinformation.***

Strategies	Who	Timeframe
<b>Strategy #1:</b> Develop a public communications campaign that reaches a wide array of audiences, and then create a communication strategy to effectively communicate economic development information through the following media: (Press releases, speeches, news articles, advertisements, newsletters, annual reports, internet websites, fact sheets, press conferences, and radio and TV broadcasts).	<b>Lead:</b> ED, P&D, EB, COM	Immediate

**Objective 3.6**

***Consistent and effective communication.***

Strategies	Who	Timeframe
<b>Strategy #1:</b> Hold executive sessions on a quarterly basis with tribal leadership to discuss the progress of tribal economic development, and review the CEDS Action Plan and promote team-building.	<b>Lead:</b> ED, P&D, EB, LEG	Immediate
<b>Strategy #2:</b> Hold quarterly economic development meetings with tribal leadership, economic development staff, program directors, and the tribal council to establish regular communication internally and externally and promote team-building. Report back to Economic Development Board of Directors.	<b>Lead:</b> ED, P&D, EB, COM, TC	Immediate

**Objective 3.7**

***Celebrate our successes.***

Strategies	Who	Timeframe
<b>Strategy #1:</b> Celebrate economic development achievements on an annual basis by holding community events, issuing recognition certificates, thank you cards and certificates of merit from the Governor's office, recognize tribal teams of the month.	<b>Lead:</b> ED, P&D, COM, EB	Immediate
<b>Strategy #2:</b> Encourage cultural and entertainment activities within the tribal communities to foster a sense of community while promoting tribal economic initiatives.	<b>Lead:</b> ED, EB, COM	Immediate

## Goal 4: Establish an organizational framework for planning and developing economic development projects.

### Objective 4.1

#### *Develop an economic development plan and maintain it.*

Strategies	Who	Timeframe
<b>Strategy #1:</b> Coordinate preparation, update, maintenance, and implementation of the Cheyenne and Arapaho CEDS Plan. Maintain the CEDS Plan as follows: <ul style="list-style-type: none"> <li>Comply with EDA reporting requirements</li> <li>Conduct annual CEDS goals, objectives, and strategies review to determine accomplishments</li> <li>Apply the CEDS performance measures to measure progress</li> <li>Research and expand funding opportunities for CEDS projects, and programs.</li> <li>Coordinate economic development tasks with all tribal programs to implement the CEDS strategies.</li> </ul>	<b>Lead: ED, P&amp;D, COM, EB</b>	Annual Basis
<b>Strategy #2:</b> Continue to build the planning capacity to conduct planning studies, feasibility studies, and economic development studies to support economic development initiatives.	<b>Lead: P&amp;D, ED</b>	Immediate
<b>Strategy #3:</b> Continue to draw inferences about the strengths and weaknesses of the tribal economy and incorporate the following elements into the economic development framework: <ul style="list-style-type: none"> <li>Incorporate community input and participation</li> <li>Assess the needs for growing tribal communities and plan for appropriate community facilities</li> <li>Seek grants, loans, tax revenue, and other funding sources to underwrite or support economic development initiatives</li> <li>Plan and provide amenities and infrastructure through Capital Improvement Plans</li> <li>Focus attention on support for the CATC and tribal education department</li> <li>Incorporate strategic planning (SWOT Analysis) on a project-by-project basis.</li> </ul>	<b>Lead: ED, P&amp;D, EB, LEG</b>	Immediate

### Objective 4.2

#### *Prepare workforce for future projects.*

Strategies	Who	Timeframe
<b>Strategy #1:</b> Establish a Workforce Development Task Force that will focus on developing a strategic prevention framework for alcohol and substance abuse prevention & treatment to help the Tribes build the capacity to decrease substance abuse among tribal members. The task force will: <ul style="list-style-type: none"> <li>Research program services, strategies, and best-practices for building an alcohol and drug-free workforce in the region</li> <li>Collaborate with other community and non-profit organizations to build capacity</li> <li>Conduct a community needs assessment</li> <li>Create a strategic plan to address substance abuse among tribal members</li> <li>Find funding opportunities to support and expand the tribal substance abuse programs.</li> </ul>	<b>Lead: ED, P&amp;D, ALC, WIA, EDU, COM</b>	Immediate

<b>Strategy #2:</b> Create new job opportunities through the expansion of existing or new industries for tribal members who reside in economically distressed areas such as: Canton, Hammon, and tribal communities in Custer County.	<b>Lead:</b> ED, P&D, TRAN, WIA, COM	Immediate
<b>Strategy #3:</b> Address the immediate needs of economically distressed tribal communities with job skill training, higher educational opportunities to support new and emerging technologies through the Tribal WIA, Tribal Education Department, and the CATC. Continue to expand transportation options for isolated tribal communities to provide the tribal workforce more employment opportunities.	<b>Lead:</b> ED, P&D, WIA, EDU, CATC, COM, TRAN	Immediate
<b>Strategy #4:</b> Strengthen the Tribe's workforce support systems to effectively support the increased demand for employment needs of tribal members. Enhance the workforce support systems by expanding skill assessment methods, employee assistance services, job announcement solicitations, internships, adult education programs, and youth programs.	<b>Lead:</b> ED, P&D, EDU, CATC, WIA	Immediate
<b>Strategy #5:</b> Form a Driver's License team from community advocacy legal service organizations to help tribal members and employees to acquire driver's licenses. Organize the following activities: Hold Driver's License Workshops/Clinics and Conduct legal research on: <ul style="list-style-type: none"> <li>▪ Reasons for Driver's License suspension and revocation</li> <li>▪ Procedures and fines required to remove the suspension or revocation and get a driver's license reinstated or obtain a restricted license in the interim</li> <li>▪ Conduct intake and distribute outreach information at job intake sites or outreach events</li> <li>▪ Common driver's license problems and solutions</li> <li>▪ Meet with legal services advocates/attorney</li> <li>▪ Advice on steps to take to restore driving privileges</li> <li>▪ Develop a list of resource referral materials</li> <li>▪ Develop Project display boards, videos for information dissemination</li> </ul>	<b>Lead:</b> ED, P&D, EDU, WIA, EB	Immediate

### Objective 4.3

#### *Develop building and zoning codes and apply them to existing and new facilities.*

Strategies	Who	Timeframe
<b>Strategy #1:</b> Research law codes, zoning codes, and building codes from the Cheyenne & Arapaho tribal law ordinances, judicial review requirements, Cheyenne & Arapaho Comprehensive Plan, local counties/municipalities, State of Oklahoma, IHS codes, State Fire Marshal, BIA codes, other tribal law/codes and develop a comparison code analysis for best-practices.	<b>Lead:</b> ED, P&D	Immediate
<b>Strategy #2:</b> Continue to utilize and implement the Cheyenne & Arapaho Comprehensive Plan to develop zoning and buildings codes based upon the goals and policies of this plan and the findings from the comparison code analysis.	<b>Lead:</b> ED, P&D, COM	Immediate
<b>Strategy #3:</b> Continue to update and implement the Tribal Hazard Mitigation Plan. Require future zoning and building codes to be developed to mitigate natural hazardous conditions such as	<b>Lead:</b> ED, P&D, COM	Immediate

expansive soils, tornado/severe storms, flooding in tribal jurisdiction.		
<b>Strategy #4:</b> Develop customized tribal zoning and building codes for land development projects with the following elements: <ul style="list-style-type: none"> <li>General provisions</li> <li>Use standards</li> <li>Intensity/density standards</li> <li>General development standards</li> <li>Development standards for hazard areas or sensitive lands</li> <li>Streamlined development, judicial, and environmental review procedures that are transparent</li> </ul>	<b>Lead: ED, P&amp;D, EB, LEG, COM</b>	Short-term
<b>Objective 4.4</b>		
<b><i>Plan for growth when designing projects.</i></b>		
<b>Strategies</b>	<b>Who</b>	<b>Timeframe</b>
<b>Strategy #1:</b> Research market data on new and existing tribal businesses and industry clusters in the region to help determine growth opportunities.	<b>Lead: ED, P&amp;D</b>	Immediate
<b>Strategy #2:</b> Assist tribal programs in assessing community needs such as job creation, recreation, public safety, infrastructure, and research funding mechanisms for new or improved facilities.	<b>Lead: P&amp;D</b>	Immediate
<b>Strategy #3:</b> Investigate the potential of managing and negotiating oil and gas, and farming leases. Consider purchasing these leases from the energy companies and managing ourselves. Examine ways to increase per capita payments/profits from oil and gas leases.	<b>Lead: ED, P&amp;D, EB</b>	Immediate
<b>Strategy #4:</b> Acquire necessary work equipment for the tribal businesses to perform business operations. Develop an equipment inventory and maintenance program to: <ul style="list-style-type: none"> <li>Inventory of all business and farm equipment owned by the Tribes</li> <li>Utilize proficient operating work equipment to cut operating costs</li> <li>Start an equipment maintenance/issuance program</li> <li>Start a tribal vehicle fleet maintenance program</li> <li>Start a tribal auto mechanics/oil change business to care for tribal vehicle fleet</li> <li>Develop a database listing the use, value, and condition of equipment</li> <li>Build onsite tribal storage units to house tribal equipment, office records, and other equipment.</li> </ul>	<b>Lead: ED, EB</b>	Immediate
<b>Strategy #5:</b> Purchase more land adjacent to the tribal reserves to expand tribal land base for future economic uses. Examine the new tribal land consolidation requirements that will be mandated with the Cobell settlement case.	<b>Lead: ED, P&amp;D, EB</b>	Long-term
<b>Strategy #6:</b> Improve or upgrade physical infrastructure on each tribal reserve to support current and future economic development activities.	<b>Lead: ED, P&amp;D, GC, EB</b>	Immediate
<b>Strategy #7:</b> Establish a Tribal Energy Board/Authority to oversee alternative energy business initiatives on tribal lands.	<b>Lead: ED, P&amp;D, EB, LEG</b>	Immediate
<b>Strategy #8:</b> Establish a Tribal Water Board/Authority to oversee tribal water rights on all tribal lands.	<b>Lead: ED, P&amp;D, EB, LEG</b>	Immediate

<b>Strategy #9:</b> Develop a neighborhood master plan for the Canton Reserve to address the immediate housing needs of this economically distressed area.	<b>Lead: ED, P&amp;D, THA</b>	Immediate
<b>Strategy #10:</b> Develop business plans and master plans for truck stop and gas station tribal enterprises for the Concho Reserve and the Elk City Tribal Property.	<b>Lead: ED, P&amp;D</b>	Immediate
<b>Strategy #11:</b> Develop a master plan for the tribal college facility/campus.	<b>Lead: CATC, P&amp;D, ED, EDU</b>	Immediate
<b>Objective 4.5</b>		
<b><i>Establish framework for economic development policies and procedures for infrastructure preparation and development of future projects.</i></b>		
<b>Strategies</b>	<b>Who</b>	<b>Timeframe</b>
<b>Strategy #1:</b> Establish Legislator and Executive Branch development role to proactively promote economic development.	<b>Lead: ED, P&amp;D, COM, LEG</b>	Immediate
<b>Strategy #2:</b> Establish tribal procurement policies to maximize tribal spending.	<b>Lead: ED, P&amp;D, COM, GC, FIN</b>	Immediate
<b>Strategy #3:</b> Establish a centralized clearinghouse for economic development project information (keep a current list of all tribal development projects), information on industry clusters in the region, green technology industries, marketing & research reports, and statistical data collection. Share this information internally with other tribal departments to support effective internal and external communication policies.	<b>Lead: ED, P&amp;D</b>	Immediate
<b>Strategy #5:</b> Support and strengthen the TERO Program and require the implementation of TERO policies new development projects.	<b>Lead: ED, P&amp;D, EB, WIA</b>	Immediate
<b>Strategy #6:</b> Establish regulations to protect natural/physical environment, natural resources, preservation of agriculture, and preservation of culture and heritage.	<b>Lead: ED, P&amp;D, LEG</b>	Immediate
<b>Objective 4.6</b>		
<b><i>Implement water, sewer, power-lines, broadband, and communications to provide services for each tribal reserve.</i></b>		
<b>Strategies</b>	<b>Who</b>	<b>Timeframe</b>
<b>Strategy #1:</b> Identify aging infrastructure systems on all tribal reserves; identify new system needs on vacant tribal trust lands and develop a Capital Improvements Plan to upgrade, expand, or build new physical infrastructure to protect public health and foster future business development.	<b>Lead: ED, P&amp;D</b>	Immediate
<b>Strategy #2:</b> Collaborate with local municipal, county, regional, and state agencies to extend infrastructure to the tribal reserves.	<b>Lead: ED, P&amp;D</b>	Immediate
<b>Strategy #3:</b> Apply for grants to support economic development projects that fund Capital Improvement Plans (i.e. HUD, CDBG grants)	<b>Lead: ED, P&amp;D, GC</b>	Immediate



**Objective 4.7*****Share input towards development with the Tribal Council.***

Strategies	Who	Timeframe
<b>Strategy #1:</b> Develop a public communications campaign to communicate economic development information through the following media: Press releases, speeches, news articles, advertisements, newsletters, annual reports, internet websites, fact sheets, press conferences, and radio and TV broadcasts.	<b>Lead: ED, P&amp;D, EB, COM</b>	Immediate

**Objective 4.8*****Establish communication and organization (both internal and external).***

Strategies	Who	Timeframe
<b>Strategy #1:</b> Evaluate the current internal communications procedures for tribal staff, directors, the Executive Office, and the Legislators. Develop an internal communications strategy to keep tribal government informed. (See Objective 3.5, Strategy #1).	<b>Lead: ED, P&amp;D, EB</b>	Immediate

**Objective 4.9*****Develop a capital improvements plan (after a thorough assessment).***

Strategies	Who	Timeframe
<b>Strategy #1:</b> Develop a capital improvements plan (CIP) with the following components: <ul style="list-style-type: none"> <li>▪ Appointment of a CIP Coordinator</li> <li>▪ Identification of major repairs, reconstruction, or replacement for buildings, utility systems, equipment, and vehicles</li> <li>▪ Prioritize CIP needs within a five-year timeframe</li> <li>▪ Develop a budget and payment plan</li> <li>▪ Focus on community needs and obtain community support</li> <li>▪ Coordinate with the Cheyenne &amp; Arapaho Comprehensive Plan</li> <li>▪ Conduct an annual review of CIP</li> </ul>	<b>Lead: P&amp;D, COM, ED</b>	Immediate
<b>Strategy #2:</b> Continue to redevelop and mitigate Brownfield sites into productive economic development properties.	<b>Lead: EPA, ED, P&amp;D</b>	Immediate
<b>Strategy #3:</b> Encourage improvements for pedestrian and bicycle trail facilities to ensure safety.	<b>Lead: TRAN, P&amp;D, ED</b>	Immediate

**Objective 4.10*****Develop a tribal infrastructure inventory and set-up an advisory board for utilities to support construction.***

Strategies	Who	Timeframe
<b>Strategy #1:</b> Set up an Infrastructure Advisory Board to oversee and provide long-term planning.	<b>Lead: ED, P&amp;D, EB</b>	Short-term
<b>Strategy #2:</b> Review on a case-by-case basis the conversion/retrofit of tribal building structures that are not functional for economic uses and seek funding sources for construction.	<b>Lead: ED, P&amp;D</b>	Immediate
<b>Strategy #3:</b> Create a land/structure inventory database for tribal lands and buildings that can be utilized for potential economic development projects.	<b>Lead: ED, P&amp;D</b>	Immediate

## Methodology for Cooperating and Integrating the CEDS with the State's Economic Development Priorities

The Oklahoma Department of Commerce is the state agency that plans and addresses economic development initiatives for Oklahoma. The agency has developed four critical strategies to establish a secure foundation for Oklahoma's economy. Economic development strategies are:

- *Prepare communities to develop thriving local economies that attract great jobs.*
- *Create an economic environment that invites entrepreneurs to build businesses and create wealth.*
- *Develop an educated, highly skilled workforce to meet the demands of a knowledge-based economy.*
- *Cultivate target industries that create high-quality, high-wage jobs.*<sup>43</sup>

The Cheyenne and Arapaho Tribes are a self-governing sovereign nation. This status creates a unique relationship with state, federal, and local governments. The Tribes recognize that there are opportunities and problems that vary within the tribal population, tribal lands, and social service delivery as compared with the State of Oklahoma. Considering these differences, the Tribes will examine state economic development priorities and will integrate them as they apply to the Cheyenne and Arapaho CEDS Plan within relevant circumstances. The Tribes will also aid in promoting the State's economic policies in several ways:

- *Continue to build collaborative relationships with regional Economic Development Districts such as SWODA*
- *Continue to build and maintain a collaborative relationship with the Oklahoma Public Schools and the Higher Education System to further Indian Education in the tribal jurisdiction*
- *Continue to collaborate with the Oklahoma Department of Transportation (ODOT) on transportation projects in the tribal jurisdiction*

- *Support the state's wind energy initiatives by promoting business and job generation in the wind energy industry and green industry*
- *Continue to meet with Municipal Leagues, Association of Counties, and Regional Planning Organizations to build collaborative relationships for economic development.*

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<sup>43</sup> State of Oklahoma. Oklahoma Department of Commerce. 2009 Think Beyond - Performance Report, Pg. 7.



## PERFORMANCE MEASURES

### SECTION SEVEN

## Performance Measures

Performance measures define and measure progress towards the goals and objectives stated in the Action Plan. The CEDS performance measures consist of both quantitative and qualitative indicators geared to evaluate the effectiveness of the Action Plan strategies. The list of performance measures includes the required measures developed by the EDA to help prepare the CEDS annual report and additional measures that will be used to determine the effectiveness of specific strategies of the CEDS Action Plan. Each measure is identified below and labeled accordingly. These measures will guide tribal staff in the annual evaluation and preparation of the CEDS Annual Report.

### EDA Performance Measures

- 1) Number of jobs created after implementation of CEDS
- 2) Number of types of investments undertaken in the region
- 3) Number of jobs retained in the region
- 4) Amount of private sector investment in the region after implementation of CEDS
- 5) Changes in the economic environment of the region

### CEDS Vision Statement Performance Measures

- 1) Document the total number of oversight committees established to build the tribal economic development framework.
- 2) Report on the total number of Economic Development Policies and Procedures established.
- 3) Describe how internal networks have been restructured within the tribal programs to implement the CEDS strategies.
- 4) Document the types (private/federal) funding sources and the total amounts of capital used to fund the CEDS economic development projects, programs, and operations.
- 5) Document and report on the total number of action strategies completed for all four (4) goals.

- 6) Report on the progress of addressing the components of the CEDS vision statement.
- 7) Report on the status of infrastructure upgrades, improvements, or new infrastructure systems on each tribal reserve.
- 8) Report on the total number of tribal business enterprises that are new or have been expanded. List the type of industry type and state whether a tribal natural resource was utilized in the effort (i.e., wind energy, solar energy, water resources, land, and tribal workforce).

## CEDS Goals & Objectives Performance Measures

### ***Goal 1: Empowering the People to set direction and policy for economic development for the Tribes.***

- 1) Document and Report on funding received and the progress of the tribal constitution reform project.
- 2) Document and report on current economic development board of directors appointed and the development of the economic development entity business plan.
- 3) Document and report on the current progress of Tribal Council involvement in the approval process for new economic development projects.
- 4) Document and report on the current economic development campaign and marketing strategies. List the specific marketing literature developed as an outcome of the campaign.

### ***Goal 2: Educating our People to become effective leaders while preserving our culture and heritage.***

- 1) Identify and document the employee incentive programs developed to recognize employees.
- 2) Report on the total number and location of education opportunities developed for the preschool, high school, college, and tribal employee level. List enrollment statistics and the success of tribal member participants.



- 3) Document and report on the progress of the development of a tribal business incubator center. List the number of individual business owners/participants in the incubator and the business trainings offered.
- 4) Identify and report on the attendance and participation of the bi-annual culture and heritage event.

**Goal 3: Establish collaboration and trust among all segments of tribal government to accomplish Economic Development goals.**

- 1) Identify and report on current partnerships with local, regional, and national economic development organizations and chambers of commerce.
- 2) Document the current economic development ads that have been produced and marketed on the CATV station.
- 3) List the total number of business plans developed for new and existing tribal business enterprises.

**Goal 4: Establish an organizational framework for planning and developing economic development projects.**

- 1) Document the number of planning studies, feasibility studies, master plans, and marketing studies conducted for economic development projects.
- 2) Report on the current Workforce Development Task Force Committee and efforts to develop a strategic prevention framework for alcohol and substance abuse prevention.
- 3) List the total number of new jobs created for tribal members who reside in economically distressed areas of: the Canton Reserve, Hammon/Red Moon Reserve, and communities in Custer County.
- 4) Document and report on the expansion of tribal workforce support systems efforts as follows:
  - List the expansion of skill assessment methods
  - List the total number of employee assistance services offered and new services developed
  - Report on the expansion efforts to advertise job announcements in all tribal reserves/districts

- Report on the establishment of a Driver's License Team and document the attendance and participation of program workshops held. List the efforts made to establish a centralized clearinghouse for economic development information. List the type of data on file.

- 5) Report on the status of the tribal Capital Improvements Plan (CIP), CIP funding sources identified, and list specific projects completed.
- 6) Report on the establishment of a land/structure inventory database and list the type of data collected in the database.

## Implementation

Implementation of the CEDS Plan will require action on part of Tribal Staff, the Executive Branch, and the Legislators to strive to complete the strategies outlined in the Action Plan. The implementation of the CEDS Action Plan will carry out the tribal community's vision for strengthening the tribal economy. The Tribes will require the following actions for implementation:

- Post a copy of the CEDS Plan on the tribal website for online access to the tribal communities.
- Create the necessary economic development framework as outlined in the CEDS Action Plan.
- Utilize the CEDS document as the official Cheyenne and Arapaho Tribes long-term economic development plan that will continue to be referenced and updated in five-year time frames.
- At the end of each program year, the CEDS Strategy Committee and Staff will prepare an assessment of each goal, objective, and strategy in the CEDS Action Plan. The Performance Measures outlined above will be utilized and outcomes will be reported in an annual report to the EDA.



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## Appendix

Letters of Support for CEDS

Cheyenne and Arapaho “Wall of Wonder” Histomap

CEDS Vision Statement for Economic Development - notes from

Workshops

Responses to CEDS Questions

Legislators

Tribal Staff

Community Members

Archie Hoffman Feedback

CEDS Community Survey Booth

CEDS Proposed Project List (Full List)

30-Day Public Review Notice