
CONFEDERATED TRIBES OF THE CHEHALIS RESERVATION



Project Title:	Chehalis Tribe Environmental Ordinances Project
Award Amount:	\$200,778
Type of Grant:	Environmental
Project Period:	Sept. 2006 – Sept. 2008
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 1 job created
- 10 elders involved
- 20 youth involved
- \$119,561 in resources leveraged
- 2 individuals trained
- 7 partnerships formed
- 4 environmental codes/regulations/ordinances developed
- 1 environmental code/regulation/ordinance enforced

BACKGROUND

The Chehalis Indian people historically occupied a large area of land within the Chehalis River watershed stretching from the foothills of the Cascade Mountains to the Pacific Ocean in southwestern Washington State. Since 1860, the Chehalis Tribe has been located on a reservation situated within the Chehalis watershed. The reservation currently encompasses 4,215 acres, although off-reservation land purchases were recently made to accommodate social and economic development plans. Residing upon reservation lands are 661 people, of which

439 are enrolled tribal members. The total current tribal enrollment is 728 people.

PURPOSE AND OBJECTIVES

The purpose of the project was to develop environmental ordinances to serve as an enforcement tool to protect the air, land and waters of the Chehalis Reservation. During the planning stage of this project, the Tribe identified the following six ordinances to be drafted and adopted into tribal law: 1) Solid Waste Ordinance, 2) Water Quality Ordinance, 3) Outdoor Burning Ordinance, 4) Open Dumping Ordinance, 5) Hunting and Fishing Ordinance, and 6) Collection of Forest Products Ordinance.

The project's first objective was to draft the six environmental ordinances. To complete the objective, the tribe hired a lawyer to fill the project's code writer position. In collaboration with the Tribe's Natural Resources Department, the code writer first developed protocol for reviewing the codes, which included procedures to present a drafted code to the Tribe's Business Committee, Elders Committee and the Chehalis Tribal Council. The code writer then solicited community input to prioritize the development of each individual code. Deemed the most important by the Chehalis

tribal community, the Forest Practices Ordinance, created to place protective measures on the gathering of the reservation's plants and trees, also became the project's most debated. The Business Committee and Elders Committee sent the draft ordinance back twice to the code writer with requested changes. Originally envisioned as separate and distinct ordinances, the code writer decided to combine the language for the Solid Waste and Illegal Dumping Ordinances into a single ordinance, as the enforcement measures for both require community members to utilize the commercial trash company which operates within the reservation boundaries. For the Water Quality Ordinance, the code writer based the content on Washington State's already established standards. The draft of the Outdoor Burning Ordinance passed through committee protocol without change and was swiftly forwarded to Tribal Council. Finally, the Hunting and Fishing Ordinance was the last ordinance scheduled to be drafted. At the request of the Tribal Council, the development of this ordinance was deferred and no alternative timeline for its creation has been set.

The project's second objective was to have at least three of the six objectives adopted by Tribal Council. At the conclusion of the project's timeframe, the code writer had submitted the four drafted ordinances to the Council, but only the Water Quality Ordinance was adopted and implemented. The scheduled timeline for the adoption of the drafted ordinances unfortunately coincided with Tribal Council elections, thereby limiting the amount of time the Council members could devote to the adoption process.

OUTCOMES AND COMMUNITY IMPACT

The environmental ordinance development process led to a variety of positive outcomes

for the Chehalis Tribe. The project's implementation strengthened the collaboration between the Natural Resources Department and the Tribe's legal team, resulting in efforts to more proactively protect the air, land and waters of the Chehalis Reservation. For the Chehalis community, participation in the ordinance review process fostered an environment of empowerment. Community members, including numerous youth and elders, actively affected tribal environmental policy while also broadening their own understanding of the need to preserve and maintain the local environment.

To ensure the Tribal Council adoption process continues until all planned ordinances are adopted, the departing code writer developed a project sustainability plan. Copies of all draft ordinances are with the director of the Natural Resources Department, and responsibility designated to the department to incorporate any future community or Tribal Council feedback into the ordinances. Once adopted, the Tribe's police force and court system will begin to enforce the ordinances according to the procedures outlined within each piece of legislation.

DUWAMISH TRIBAL SERVICES



Project Title:	The Building of the Duwamish Longhouse and Cultural Center
Award Amount:	\$106,980
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2007 – Sept. 2008
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 2 jobs created
- 1 business created
- 3 Native American consultants hired
- 10 elders involved
- 20 youth involved
- \$1,978,908 in resources leveraged
- 4 individuals trained
- 5 partnerships formed

BACKGROUND

The Duwamish Tribe is headquartered in western Seattle and has 569 enrolled members. Because the Tribe is not federally recognized, it has operated as Duwamish Tribal Services (DTS), a nonprofit organization, since 1983. DTS is committed to promoting the social, cultural, political, and economic survival of its members, reviving Duwamish culture, and sharing the Tribe’s history and culture with all peoples.

From 2005 through 2008, DTS raised \$3 million from private and public donors to buy land in western Seattle and to design

and build a longhouse and cultural center. The facility was built to preserve, honor, and share Duwamish culture and to earn profits through cultural events and programs. DTS intends to use these earnings to strengthen the social, cultural, political, and economic well-being of the Duwamish community.

PURPOSE AND OBJECTIVES

The purpose of the project was to design, develop, and implement business systems for the Duwamish Longhouse and Cultural Center, so that DTS would be able to commence business operations at the new facility by the end of the project period. These systems would support ventures detailed in the longhouse business plan, including an art gallery, gift shop, dinner theater series, special events program (with food kiosk), space rental for receptions and business meetings, and an annual art gala and auction. The project would also facilitate the movement of the Duwamish exhibit at Seattle’s Museum of History and Industry to the Longhouse and Cultural Center, and create an expanded permanent exhibit at the new facility.

The project’s first objective was to: develop designs, systems, and content for record

keeping, accounting, and inventory control; the Duwamish exhibit; the gift shop; the website; a marketing brochure; boilerplate contracts for artists, performers, and space rental customers; and a schedule of opening activities. DTS completed all facets of this objective, developing an accounting system for Longhouse operations, a merchandizing plan, an inventory system for tracking stock on hand and sales from the gift shop and gallery, retail policies and procedures, and policies, procedures, and contract templates for dealing with space rental customers, artists, and performers.

The second objective was to hire staff to implement start-up activities and to run the Center over the long term, print dinner theater menus and longhouse brochures, and purchase audio visual equipment and gift shop inventory. DTS hired a Longhouse Director and a Tribal Operations Manager. These individuals, both tribal members, had 41 years of combined experience in special events and tribal administration, and are expected to provide expertise and energy to Longhouse programs for many years. DTS created Longhouse brochures, purchased lighting, a 16' movie screen, microphones, and digital projector, and procured all gift shop inventory.

The third objective was to prepare the Longhouse for opening by moving the gallery and Duwamish exhibit from the Museum of History and Industry (MOHAI) to the Longhouse, training staff members, stocking the gift shop, and implementing the marketing plan. DTS completed each of these tasks, despite facing challenges that delayed project implementation.

The primary challenge faced by DTS was a delay in the issuance of the building and occupancy permits from the City of Seattle, brought upon by unforeseen drainage problems caused by digging on adjacent land. This resulted in construction delays

that pushed the opening date back four months. The Tribe worked with the city to tackle this problem, ensuring occupancy in December 2008 and a January 2009 opening date.

Another challenge arose when DTS planners realized that the plan to use the Longhouse as a dinner theater venue was not financially viable. The genre's production costs were too high and schedules too static to bring the desired financial returns. DTS overcame this by devising a new entertainment plan, including a film series, speaker series, and the use of the Longhouse as a performance venue for a wide variety of local performers from all genres. This plan is expected to make the Longhouse more vibrant, profitable, and connected to the surrounding community.

OUTCOMES AND COMMUNITY IMPACT

The Duwamish Longhouse and Cultural Center, long a dream of the Duwamish people, is now a functioning reality. During this project, DTS hired and trained staff, implemented its business plan, and set up all structures needed to facilitate day-to-day operations. The Longhouse is expected to serve the Tribe as a repository of its history, art, and culture, a source of income, and as a facility for tribal services. Longhouse cultural, educational, and entertainment programs will draw people from the Seattle area, including children on field trips, bringing greater visibility to the Tribe and its causes. The gallery will give native artists an outlet to exhibit and sell their art, and the Longhouse's main hall will provide a meeting place for tribal members and members of other local tribes. All project activities will be sustained through program income, Tribal funds, and private funding, though DTS staff states that the Longhouse will be self-supporting within one year.

SWINOMISH INDIAN TRIBAL COMMUNITY



Project Title:	Development of a Swinomish Cultural Resources Compliance Office
Award Amount:	\$242,202
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2007 – Sept. /2008
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 3 jobs created
- 5 elders involved
- \$110,000 in resources leveraged
- 22 individuals trained
- 12 partnerships formed

BACKGROUND

The Swinomish Indian Tribal Community is located on the Swinomish Reservation, on Fidalgo Island, 80 miles north of Seattle. The reservation’s population is 2,285, of which 28% are tribal members. In recent decades, the surrounding area has experienced rapid growth, through property purchases, new road systems, construction, ferry relocation projects, and the development of parks and trails.

Often, these activities have disturbed the earth, uncovered cultural artifacts, damaged traditional cultural properties, and disturbed ancestral remains. Until recently, the Tribe lacked the administrative and technical capacity to exercise regulatory authority to protect cultural resources on the reservation

and in nearby traditional use areas. According to tribal leaders, the continued loss of cultural resources and the inability to address these losses has eroded traditional practices and contributed to feelings of powerlessness and emotional distress among tribal members.

PURPOSE AND OBJECTIVES

The purpose of this project was to develop the Tribe’s capacity to manage and protect its cultural resources, both on the Swinomish Reservation and in traditional use areas.

The project’s first objective was to establish a cultural regulatory office, hire staff, and provide training in historical preservation policy and procedure, National Environmental Policy Act (NEPA) compliance policy and procedure, and on-site cultural monitoring. The start of the project was delayed, as the first staff member was not hired until one month into the project period, and the Tribal Historical Preservation Officer (THPO) and on-site monitors did not begin working until the project’s fourth month. Once the staff was hired, however, the project team worked

hard to make up for lost time, and was able to establish the cultural resource office and meet its training goals, training 22 tribal members in various aspects of cultural resource management and on-site monitoring.

Objective two was to develop policy and regulations enabling the Tribe to govern its cultural resources as a sovereign nation. Project staff developed a manual full of policies, procedures, and regulations on interaction with internal and external entities, inadvertent discovery of ancestral remains and cultural resources, management of cultural resources possibly affected by proposed projects, and other pertinent topics. Allan Olson, the Tribe's General Manager, commented, "The manual and administrative procedures are tools that will allow us to be efficient and consistent every time inquiries are made about cultural resources involving the Tribe. We can now more effectively communicate, collaborate, and reach consensus with groups and departments inside the Tribe, and also with external partners and other stakeholders."

Objective three was to conduct research on tribal cultural resources, collect historical documents, establish a records management and storage plan for these resources, and develop a Cultural Resource Regulatory Program Plan. This would establish the Tribe as the primary authority on cultural resources in its traditional territory and set the stage for National Park Service (NPS) recognition of the Tribal Historical Preservation Office. The project team identified, assembled, and organized documents, reports, and other published materials in the Tribe's possession, and created an inventory of hard documents and an electronic archive. Project staff completed the program plan, which was approved by the Swinomish Senate in December 2008.

OUTCOMES AND COMMUNITY IMPACT

The Swinomish Tribe now has the staff, tools, and systems to facilitate effective cultural resource management. Larry Campbell, the Tribal Historical Preservation Officer stated, "We now have the capacity to manage cultural resources in a deliberate, thoughtful way, not as if in a 'crisis' management situation." The Tribe has initiated memoranda of understanding with local, county, and state governments to facilitate cooperation and collaboration, and there is an approved program plan for the Tribal Historic Preservation Office, to be submitted to the NPS for approval in February 2009. Tribal leadership and project staff expect fewer adverse impacts to vulnerable cultural and environmental sites and a greater role for tribal government in safeguarding traditional cultural properties.

According to tribal leaders, the project has powerfully affected tribal members, particularly elders in the traditional community, who have expressed a sense of comfort in knowing that tribal government is tending to cultural resources, particularly dislocated human remains. Moreover, many children are learning about their history and culture; some have used the new database for school reports. Using the same database, tribal departments are also doing faster, better research, which has allowed them to make better decisions on community projects.

The Office will be sustained through tribal funds and agreements with Puget Sound Energy, Inc. and the State of Washington.

UNITED INDIANS OF ALL TRIBES FOUNDATION



Project Title:	Seattle Regional Native American Youth Development Project
Award Amount:	\$162,154
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2007 – Sept. 2008
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 3 jobs created
- 20 Native American consultants hired
- 11 elders involved
- 113 youth involved
- \$209,583 in resources leveraged
- 47 individuals trained
- 23 partnerships formed

BACKGROUND

United Indians of All Tribes Foundation (UIATF) is a nonprofit organization founded in Seattle in 1970. The mission of UIATF is to foster and sustain a strong sense of identity, tradition, and well-being among Indian people in the Puget Sound area by promoting their cultural, economic, and social welfare. UIATF does this by developing and implementing educational, social, economic, and cultural programs and activities benefiting local Native Americans, and by maintaining a strong link with tribes, other urban Indian organizations throughout the state of Washington.

PURPOSE AND OBJECTIVES

The project's purpose was to enable Seattle area Native American youth to develop a sense of purpose and future, an enhanced degree of social competence, a set of problem solving skills, and a feeling of autonomy based on a solid sense of identity.

The project's lone objective was to develop these qualities by facilitating a cultural competency program involving 30 community youth. This curriculum was designed to empower youth, bolster self identity, and give them a greater connection to Native culture by strengthening their cultural knowledge. The project, however, encountered early difficulties due to major staff turnover and a change in the UIATF's leadership.

Despite these difficulties, project staff hosted regular weekly meetings, which were attended by at least 30 youth per session. In the sessions, staff members facilitated discussions on leadership, Native American culture, and contemporary topics designed to enable youth to connect with their culture and community and to make positive life choices. The youth also took part in field trips to nearby reservations, a coastal

canoeing trip, sweat lodges, and a canoe carving class.

In May 2008, UIATF planners hosted a youth conference, in conjunction with five of its program partners, at UIATF's Daybreak Star Cultural Center. The conference, titled "The Next Generation of Native Leaders," was attended by 113 youth from 28 tribes, and focused on Native American leadership and culture.

In June 2008, a UIATF project partner developed a youth photography program focusing on photography as storytelling, enabling youth to explore and express identity, connect with other students, and build confidence. Project staff felt that the photography curriculum provided a wide berth for youth to explore aspects of their social identity, including their mixed heritage and urban identity. Twelve youth took part in the photography curriculum. The youth hosted community photography presentations at the UIATF's Day Break Star Cultural Center, one of which was attended by local TV news media. Their work was also shown in galleries at the Seattle Art Museum, Seattle City Hall, and the Seattle Mayor's Office.

OUTCOMES AND COMMUNITY IMPACT

According to project staff, the project helped participating youth to reflect on their lives, their native identities, their places in the community, and the choices they make in their day-to-day lives. The youth had multiple opportunities to build their public speaking skills, build social capital with other youth and adults, and develop cross-generational relationships. Nicole Adams, program director of UIATF's "Pathways to Prosperity Program," stated, "The youth project has given over 100 kids a connection to the collective knowledge of our staff, elders in the community, and our project partners. The youth are feeling empowered - they know who they are and feel like they

have a home here. They've not only learned about leadership - they feel that they have academic and social support, too."

Elders in the community also benefited, by being recognized as important community resources and by being able to share traditional knowledge with youth. Near the end of the project period, the UIATF moved its elder feeding program to a project partner's youth transitional home, so that project youth would have more opportunities to interact with elders.

The photography project has continued through the efforts of the United Indians' "Pathways to Prosperity" program and the ongoing guidance of UIATF's project partner, Seattle photographer Jack Storms. The youth photography exhibit will be shown at the Mayor's Office and City Hall through May 2009.