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Volume #1: PYRAMID LAKE STRATEGIC ECONOMIC DEVELOPMENT PLAN

A Strategic Plan to Create Long Term Profit-Making Opportunities, to Create Optimum Employment Opportunities, and to Establish a High Quality Recreation area at Pyramid Lake for the Pyramid Lake Paiute Tribe and its Members

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ACKNOWLEDGMENTS

The Members of the Pyramid Lake Paiute Tribe

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Purpose

This plan is the first half of the Pyramid Lake Paiute Tribe's overall Economic Development Plan. The purpose of this plan is to create long term profit-making opportunities, to create optimum employment opportunities, and to establish a high quality recreation area at Pyramid Lake for the Pyramid Lake Paiute Tribe and its Members. The plan is broken down into 7 key elements that are focused on accomplishing the purpose of the plan. The 7 elements are; Recreation & Fishing, Tribal Enterprises, Good Governance & Education, Industrial & Commercial Development, Agriculture & Ranching, and Tribal Entrepreneurship. Each element of the plan consists of generalized goals and policies that the Tribal Government can follow to create jobs and growth on the reservation. This plan does not contain any policy matters concerning the uses of the Pyramid Lake Economic Development Fund from PL-101-618. The second half of the Tribe's overall Economic Development Plan will be drafted after the adoption of this strategic plan.

In November 1990 Congress passed Public Law 101-618, the Truckee-Carson-Pyramid Lake Water Settlement Act. Since then, the Pyramid Lake Paiute Tribe has worked on an economic development plan which will best promote tribal prosperity. Over the years Tribal staff and consultants have undertaken business analyses, community surveys, and community meetings.

Section 208(3)a of PL-101-618 requires that the Tribe adopt an Economic Development Plan that identifies and outlines long-term profit making opportunities for the Tribe and optimal employment opportunities for Tribal Members and establishes a high quality recreational area at Pyramid Lake. The strategic plan will accomplish this requirement of the law and identifies ways to create jobs and growth on the reservation through generalized goals and policies of the plan. In addition, the Tribal Members share a great interest in the plan, consequently their views have been incorporated as much as possible including providing input prior to taking action.

This plan has been created through an extensive planning process that started in June of 2009. The strategic plan was drafted months using information gathered during the public outreach process in 2009, reviewing past Economic Development planning efforts, reviewing past Tribal Member surveys and comments, and other successful Tribal and non-Tribal Economic Development plans. During the planning process 4 public meetings, 2 Tribal Council Workshops, 6 Water Resources Committee Meetings, and two 30 day public postings were completed to seek input from Tribal Members on this plan. This plan is designed to be the official policy document to guide Economic growth and development for the Pyramid Lake Paiute Tribe and its members. This plan is intended to be used by Tribal Staff and the Tribal Council to guide the Tribe in making decisions and reviewing future economic development projects. Also this plan is intended to help guide the Tribal Council in making policy decisions concerning the uses of the Pyramid Lake Economic Development Fund from PL-101-618. The specific policy decisions concerning both the principal and interest amounts of the Pyramid Lake Economic Development Fund shall be decided individually once the strategic plan is adopted by the Tribe and will encompass Volume #2 of the plan.

Settlement Background

Over the last century the Tribe has engaged in on-going legal disputes over rights to Truckee River water. Beginning with the construction of Derby Dam in 1905, diversion of Truckee River water has caused major concern for the survival of Pyramid Lake. The lake level dropped eighty-seven feet from 1912 to 1967. Carrying its disputes to the federal courts, the Pyramid Lake Paiute Tribe negotiated a landmark decision in 1990 when the U.S. Congress passed the Truckee-Carson-Pyramid Lake Water Rights Settlement Act, Public Law 101-618.

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PL 101-618 is the cornerstone to the future well-being and quality of life of the Tribal membership. Section 208(a)(3) authorized the appropriation of \$40 million to the Pyramid Lake Paiute Economic Development Fund. Furthermore, Section 208(a)(3)(A) authorizes the use of the principal and interest of the Fund for tribal economic development in accordance with a plan developed by the Pyramid Lake Paiute Tribe in consultation with the Secretary of the Interior. The objectives of the plan are to develop long-term, profit-making opportunities creating employment opportunities for the membership and establish high-quality recreation at Pyramid Lake consistent with fishery restoration goals. Once accepted the economic plan may be revised and updated by the Tribe in consultation with the Secretary.

Tribal Setting

The Pyramid Lake Paiute Tribe (Tribe) is a federally recognized Native American Tribe as organized under Section 16 of the Indian Reorganization Act. Operating under a constitution based government the governing body of the Tribe is the elected Pyramid Lake Paiute Tribal Council consisting of a Chairman, Vice-Chairman, and eight (8) Council members. The Constitution and Bylaws of the Tribe were adopted on December 14, 1935 and approved by the U. S. Department of Interior, Office of Indian Affairs, on January 15, 1936. The founding document has thus far been amended eight times to better reflect the ideologies and needs of the members with the last amendment approved in 1976. The Tribe has a long history of administering and operating various social and economic programs received from federal, state, and tribal resources for the community. Similar to most tribes in the United States, the Tribal government operates programs for the public welfare and safety of its members and other residents.

The Pyramid Lake Paiute Reservation is located in Northwestern Nevada, 35 miles northeast of Reno. The reservation lies dominantly with Washoe County, but a small portion of it lies within Lyon and Storey Counties. It is the largest Native American reservation in the state, both in size (475,000 acres) and Tribal population (1,388) according to the 2000 US Census. Pyramid Lake is a large terminal lake whose waters originate at Lake Tahoe and flow northeastern as the Truckee River for 105 miles to its terminus at Pyramid Lake. The lake covers 112,000 acres, approximately 175 square miles, and is 26 miles long and 11 miles wide. It is a remnant of the ancient of the ancient Lake Lahontan, which existed 9,000 to 40,000 years ago. The modern lake has a maximum depth of 350 feet and a volume of nearly 22 million acre feet. It is one of the most valuable historic, cultural and economic assets of the Tribe. The Pyramid Lake area has a semi-arid climate, with an annual precipitation range of less than 7 inches in the basins to 18 inches in the high mountains. The amount of precipitation is directly related to elevation. Most precipitation falls as snow in the high elevations, providing stream runoff and peak flow during early spring. Summers are typically dry, with very little rainfall between July and August.

Pyramid Lake and its abundant fish supply have important resources for human inhabitants for over 4,000 years. The Pyramid Lake Paiute culture (Kooyooe Ticutta or Cui-ui Eaters) have lived successfully in this area for over 600 years, utilizing the abundant fish as their primary food supply and an economic resource. During the spawning run, other Paiute bands would join the Kooyooe Ticutta in net fishing at the river delta and participating in the accompanying annual Tribal celebrations. Cui-ui were gathered by the thousands each year and dried up for future use. The Lake, the cui-ui, and the people are the three central components that define the identity of the Pyramid Lake Paiute Tribe.

The economy today is still centered on with fishing, boating, camping and other recreational activities making up the bulk of the economy of Pyramid Lake. Pyramid Lake is widely acclaimed as North America's most beautiful desert lake. Its rugged beauty and undeveloped open space appeals to both Tribal members and visitors from around the world. The Lake is a destination for sports fisherman because of its fame as a world class trout fishery and tourist destination. Use of the lake by non-tribal members requires a permit and adherence to Tribal regulations. Fishing season for trout runs from October 1st to June 30th each year. The lake is home to 5 species of fish; the Lahontan Cutthroat Trout; the Lahontan Tui chub; the Cui-ui; the Tahoe Sucker and the Sacramento Perch.

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Sutcliffe is the only Tribal community located adjacent to and on the west side of Pyramid Lake. This area provides a marina, store, visitor's center, gas station, RV park and ranger station. Non-tribal operations (located on fee land) include a mobile home park, RV park, and a store with general merchandise, fishing equipment, slot machines, food and a bar.

Wadsworth, located at the southernmost portion of the reservation, derives revenue from a smoke shop/convenience store/gas station and RV park situated near an exit to Interstate 80. In addition, the Tribe receives revenue from a gravel pit operation and the Big Bend RV Park. Other revenue is based on taxes from businesses located on non-tribal lands with the reservation. Additional services include a Post Office, elementary school and day care facility.

Nixon, the base of Tribal Government, is located near the south end of Pyramid Lake and is equidistant from the other reservation communities. Available services are Tribal administration, medical clinic, elder services, police department, judicial services, volunteer fire department, Post Office, museum/visitor's center, Pyramid Lake High School, the Nixon Store, Head Start and day care facility. The Tribe has an established tax department to administer and collect taxes on the Reservation. The modest income from tax revenue serves as the primary resource for tribal administration and community development needs as well as supplementing other vital programs in order to operate at minimal levels.

According to the 2000 Census 1,388 Tribal Members lived on the Pyramid Lake Indian Reservation. 65.7% of Tribal Members were employed either on or off the reservation while 34.3% of Tribal Members were unemployed. Common employment occupations were; service, management, professional, sales and office, farming, fishing, forestry, construction, maintenance, transportation, agriculture, government and ranching. 5.3% of Tribal Members worked at home and only 3.6% were self employed or owned their own business. The average commute time to work from Tribal Members was 25.5 minutes. The average per-capita income for each Tribal Member is \$11,837.

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ECONOMIC DEVELOPMENT PLAN GOAL LIST

RECREATION AND FISHING ELEMENT

- GOAL 1.1: Establish a High Quality Recreation Area at Pyramid Lake.
- GOAL 1.2: Ensure the Safety of Visitors at Pyramid Lake.
- GOAL 1.3: Protect the Unique and Natural Ecosystem of Pyramid Lake and its Fisheries.
- GOAL 1.4: Improve the Image and Community Perception of Pyramid Lake
- GOAL 1.5: Showcase and Enhance Awareness of the Natural and Cultural Resources of Pyramid Lake.

TRIBAL ENTERPRISES ELEMENT

- GOAL 2.1: Create a Separate Business Corporation.
- GOAL 2.2: Create New Tribal Enterprise Opportunities Both On and Off the Reservation.
- GOAL 2.3: Develop Partnerships with Other Native Tribes.
- GOAL 2.4: Improve the Existing Tribal Enterprises.
- GOAL 2.5: Develop Partnerships with Successful Private Industries.

ENERGY ELEMENT

- GOAL 3.1: Work with Companies to Develop Energy Projects that Will Create Revenue and Lower Utility Costs for Tribal Members.
- GOAL 3.2: Encourage the Development of Geothermal Energy Projects.
- GOAL 3.3: Encourage the Development of Wind Energy Projects.
- GOAL 3.4: Encourage the Development of Solar Energy Projects.
- GOAL 3.5: Encourage the Development of Other Energy Projects.

GOOD GOVERNANCE AND EDUCATION ELEMENT

- GOAL 4.1: Create a Business Friendly Tribal Government.
- GOAL 4.2: Create Optimum Employment Opportunities for Tribal Members.
- GOAL 4.3: Increase Tribal Member Access to High Quality Education and Job Skills Training.
- GOAL 4.4: Encourage Entrepreneurship and the Development of Tribal Member Owned Businesses.
- GOAL 4.5: Continue Economic Development and Land Use Planning Efforts.

INDUSTRIAL AND COMMERCIAL DEVELOPMENT ELEMENT

- GOAL 5.1: Create Development Standards to Encourage and Regulate High Quality Development.
- GOAL 5.2: Provide Opportunities for Appropriate Commercial Development.
- GOAL 5.3: Provide Opportunities for Appropriate Industrial Development.
- GOAL 5.4: Encourage Tourism Oriented Development in Appropriate Areas.
- GOAL 5.5: Develop New and Improve Existing Infrastructure.

AGRICULTURE AND RANCHING ELEMENT

- GOAL 6.1: Provide Adequate Land and Water Resources.
- GOAL 6.2: Produce New and More Profitable Agricultural Products.
- GOAL 6.3: Improve the Existing Agricultural Infrastructure.
- GOAL 6.4: Provide Enhanced Range Management and Conservation.
- GOAL 6.5: Improve the Existing Range Infrastructure.

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ECONOMIC DEVELOPMENT PLAN GOAL LIST cont.

TRIBAL ENTREPRENEURSHIP ELEMENT

GOAL 7.1: Create a Non-Profit Corporation to Support Tribal Entrepreneurship

GOAL 7.2: Promote Tribal Member Owned Businesses.

GOAL 7.3: Encourage Entrepreneurship and the Development of Tribal Member Owned Businesses.

GOAL 7.4: Create Optimum Employment Opportunities for Tribal Members.

GOAL 7.5: Create a Tribal Member Owned Business Stakeholders Group

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RECREATION AND FISHING ELEMENT

GOAL 1.1: Establish a High Quality Recreation Area at Pyramid Lake.

POLICY ITEMS:

- 1. Develop new and improve existing recreational sites and facilities to enhance the unique natural, cultural and historical features of Pyramid Lake.**
 - ✓ Improve the existing beaches and camping areas on Pyramid Lake.
 - ✓ Where appropriate, build new boat docks, pave roads and increase access to Pyramid Lake.
 - ✓ Develop new scenic and interpretive areas that highlight cultural and environmental features.
 - ✓ Provide a variety of hiking, horseback riding and biking trails.
 - ✓ Develop a capital improvement plan to direct funding for new recreational sites and facilities.

- 2. Provide a variety of lodging and commercial facilities for visitors near Pyramid Lake.**
 - ✓ Plan for the development of a destination resort near Pyramid Lake.
 - ✓ Plan for the development of dining establishments that feature native cuisines near Pyramid Lake.
 - ✓ Plan for the development of RV parks and automobile campsites near Pyramid Lake.
 - ✓ Plan for the development of entertainment and cultural businesses near Pyramid Lake.
 - ✓ Plan for the development of rental cabins and other lodging facilities near Pyramid Lake.

- 3. Provide opportunities for recreational and ecotourism experiences.**
 - ✓ Develop a uniform signage program to guide and inform visitors about Pyramid Lake.
 - ✓ Create partnerships with non-profit agencies to promote and enhance recreational and ecotourism opportunities at Pyramid Lake.
 - ✓ Develop a Tribal Member guide program to provide organized tours of the points of interest around Pyramid Lake.
 - ✓ Improve existing and build new information kiosks and parking areas along important scenic vistas near Pyramid Lake.
 - ✓ Develop special Tribal Parks in areas of interest at Pyramid Lake.

GOAL 1.2: Ensure the Safety of Visitors at Pyramid Lake.

POLICY ITEMS:

- 1. Provide sufficient funds and resources to support the public safety agencies of the Tribe.**
 - ✓ Provide funding to the Police Department to meet national service level personnel and training standards.
 - ✓ Provide funding to the Fire Department to meet national service level personnel and training standards.
 - ✓ Provide funding to the Rangers Department to meet national service level personnel and training standards.
 - ✓ Provide funding to the Search and Rescue Team to meet national service level personnel and training standards.
 - ✓ Provide Tribal funding in the budget process and apply for Federal, State, Local and Non-Profit grants to maintain public safety to meet national service level standards.

- 2. Create partnerships and execute joint response agreements and training exercises with neighboring governments and agencies to provide additional public safety resources and personnel at Pyramid Lake.**
 - ✓ Explore partnerships and joint response agreements with Federal agencies.
 - ✓ Explore partnerships and joint response agreements with State agencies.
 - ✓ Explore partnerships and joint response agreements with County agencies.
 - ✓ Explore partnerships and joint response agreements with City agencies.

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- ✓ Pursue Federal, State, Local and Non-Profit grant assistance to create partnerships with Federal, State and Local public safety agencies.

3. Increase visitor awareness of the regulations and other safety information at Pyramid Lake.

- ✓ Develop a safety public awareness media campaign to inform visitors of regulations and lake safety.
- ✓ Build check points and safety booths at entry points to Pyramid Lake.
- ✓ Conduct visitor surveys to track emerging trends in visitor opinion about safety at Pyramid Lake.
- ✓ Improve public safety signage around Pyramid Lake.
- ✓ Pursue Federal, State, Local and Non-Profit grant assistance to increase visitor awareness of public safety.

GOAL 1.3: Protect the Unique and Natural Ecosystem of Pyramid Lake and its Fisheries.

POLICY ITEMS:

1. Ensure that the water level for Pyramid Lake is high enough to sustain a natural ecosystem and recreational opportunities.

- ✓ Maximize the amount inflows into Pyramid Lake from the Truckee River.
- ✓ Implement the Truckee River Operating Agreement.
- ✓ Secure additional water rights for Pyramid Lake.
- ✓ Dedicate sufficient financial resources to continue legal challenges to secure water rights for Pyramid Lake.
- ✓ Work with Federal, State and Local agencies to secure sufficient water resources for Pyramid Lake.

2. Development near Pyramid Lake or the Truckee River shall be of high quality and low impact to the environment.

- ✓ Create a comprehensive land use plan to guide development on the reservation.
- ✓ Create a zoning code to regulate development on the reservation.
- ✓ Develop an architectural design standards manual to facilitate high quality development in areas near Pyramid Lake and the Truckee River.
- ✓ Develop an environmental design standards manual to facilitate low impact development in areas near Pyramid Lake and the Truckee River.
- ✓ Execute development agreements for development near Pyramid Lake or the Truckee River.

3. All development near Pyramid Lake or the Truckee River shall be consistent with the Fishery restoration goals of Public Law 101-618 Section 207.

- ✓ Coordinate reviews of development projects with the Pyramid Lake Fisheries Plan.
- ✓ Incorporate the Fishery restoration goals into land use planning and zoning documents.
- ✓ Regularly monitor the progress of the Fishery restoration goals.
- ✓ Update the Fishery restoration goals as appropriate.
- ✓ Apply for Federal, State, Local and Non-Profit grants to meet the Fishery restoration goals.

GOAL 1.4: Enhance the Awareness and Maintain a Positive Image of Pyramid Lake

POLICY ITEMS:

1. Actively engage in public outreach efforts to educate visitors about Pyramid Lake.

- ✓ Hire a Public Relations and Community Outreach coordinator.
- ✓ Regularly produce promotional materials containing information about Pyramid Lake and distribute them to visitors.
- ✓ Create a visitor friendly website to provide information about Pyramid Lake on the World Wide Web.

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- ✓ Create a mailing list of visitors to Pyramid Lake and distribute information.
 - ✓ Regularly conduct surveys of visitors and develop visitor profiles to gauge public opinion of Pyramid Lake.
- 2. Create a marketing program to increase tourism and awareness of Pyramid Lake as a high quality recreational destination.**
- ✓ Establish a marketing program that first focuses on regional markets in Northern Nevada and California.
 - ✓ Expand marketing program in future to other Western States, rest of United States and Internationally.
 - ✓ Develop a community based brand for Pyramid Lake that can be used for marketing efforts.
 - ✓ Annually allocate funds in the Tribal budget process to market Pyramid Lake.
 - ✓ Seek Federal, State, Local and Non-Profit funding to market Pyramid Lake.
- 3. Work with Media, Federal, State, Local and Non-Profit Agencies to establish a new identity of Pyramid Lake as a high quality recreational destination.**
- ✓ Frequently distribute press releases about Pyramid Lake to Media, Federal, State, Local and Non-Profit agencies during peak visitor seasons.
 - ✓ Create working relationships with; Media, Federal, State, Local and Non-Profit agencies to better provide accurate and timely information about Pyramid Lake.
 - ✓ Create a Tribal Film and Photography Policy to protect the image of the Tribe and encourage domestic and international travel publications to cover Pyramid Lake.
 - ✓ Hire a Public Relations and Community Outreach coordinator to address inquiries about Pyramid Lake from; Media, Federal, State, Local and Non-Profit agencies.
 - ✓ Seek Federal, State, Local and Non-Profit funding to establish a new identity for Pyramid Lake as a year round recreational destination.

GOAL 1.5: Showcase and Enhance Awareness of the Natural and Cultural Resources of Pyramid Lake.

POLICY ITEMS:

- 1. Create gateway features at major entry points into the reservation that embrace the unique natural and cultural resources of Pyramid Lake.**
- ✓ Work with Federal, State and Local agencies to create gateway features near Interstate 80 in Wadsworth off exits #43 & #46.
 - ✓ Work with Federal, State and Local agencies to create gateway features near the reservation border and State Route 445.
 - ✓ Work with Federal, State and Local agencies to create gateway features into the communities of Nixon, Sutcliffe and Wadsworth.
 - ✓ Create a review process for the design of the gateway features that provides community input and embraces the unique natural and cultural resources of Pyramid Lake.
 - ✓ Seek Federal, State, Local and Non-Profit funding to pay for the design and construction of the gateway features.
- 2. Create a Tribal Member guide program to enhance awareness of the natural and cultural resources of Pyramid Lake.**
- ✓ Create a guide service certification program to train Tribal Members about the natural and cultural resources of Pyramid Lake.
 - ✓ Market the certified Tribal Member guide program.
 - ✓ Designate areas around Pyramid Lake for Tribal Member guided tour only routes for visitors.
 - ✓ Develop an official Pyramid Lake map and include information about the Tribal Member guide program.
 - ✓ Seek Federal, State, Local and Non-Profit funding to start a Tribal Member guided tour program.

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3. Where appropriate develop low impact recreational and interpretive facilities that enhance awareness of the natural and cultural resources of Pyramid Lake.

- ✓ Develop a capital improvement plan to improve existing and develop new low impact recreational and interpretive facilities.
- ✓ Establish a program to provide long term maintenance and management of existing and new low impact recreational and interpretive facilities.
- ✓ Develop a design review process for new low impact recreational and interpretive facilities that provides community input and embraces the unique natural and cultural resources of Pyramid Lake.
- ✓ Develop and official Pyramid Lake map and include information about existing and new low impact recreational and interpretive facilities.
- ✓ Seek Federal, State, Local and Non-Profit funding to develop low impact recreational and interpretive facilities.

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TRIBAL ENTERPRISES ELEMENT

GOAL 2.1: Create a Separate Tribal Business Corporation.

POLICY ITEMS:

1. Separate the Tribal Enterprises from the Tribal Government.

- ✓ Adopt through Tribal Council resolution a Tribal corporation code and charter that separates the Tribal Enterprises from the Tribal Government.
- ✓ Develop a new corporate charter that will allow for the maximization of profits and opportunities to generate revenue for the Tribe.
- ✓ Create a corporate Board of Directors that is comprised of educated, experienced business professionals to govern the corporation.
- ✓ Dedicate sufficient funding through the Tribal Budget process to hire qualified experienced business professionals to manage the corporation.
- ✓ Seek Federal, State, Local and Non-Profit Funding to separate the Tribal Enterprises from the Tribal Government.

2. Create new corporations as needed to develop and manage new business opportunities.

- ✓ Adopt through Tribal Council resolution a Tribal corporation code and charter that separates new Tribal Enterprises from the Tribal Government.
- ✓ Revise the new corporate charter to allow for the maximization of profits and opportunities to generate revenue for the Tribe from new business opportunities.
- ✓ Create a corporate Board of Directors that is comprised of educated, experienced business professionals to govern the new corporations.
- ✓ Dedicate sufficient funding through the Tribal Budget process to hire qualified experienced business professionals to manage new corporations.
- ✓ Seek Federal, State, Local and Non-Profit Funding to create new corporations.

3. Develop a Tribal Member shareholder program within the Tribal Business Corporation.

- ✓ Research other successful Tribal Business Corporations and Tribal Member shareholder programs.
- ✓ Develop long term profit making opportunities for the Tribal Business Corporation.
- ✓ Establish criteria for Tribal Members to become shareholders and share revenue within the Tribal Business Corporation.
- ✓ Create rules and policies for Tribal Member owned stock.
- ✓ Create programs for annual revenue distribution to qualified Tribal Member shareholders.

GOAL 2.2: Create New Tribal Enterprise Opportunities Both On and Off the Reservation.

POLICY ITEMS:

1 Evaluate opportunities to purchase land adjacent to or off the reservation for Economic Development projects.

- ✓ Identify lands adjacent to or off the reservation that may be used for Economic Development Projects.
- ✓ Research the latest market trends, demographics, local government ordinances and other information before purchasing lands.
- ✓ Research and monitor the ownership status of identified lands and pursue options to purchase lands.
- ✓ Prepare development plans for lands that may be used for Economic Development projects.

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- ✓ Seek Federal, State, Local and Non-Profit funding to purchase lands adjacent to or off the reservation for Economic Development projects.

2. Evaluate opportunities to purchase private lands on the reservation for Economic Development Projects.

- ✓ Identify private lands within the reservation boundaries that may be used for Economic Development projects.
- ✓ Research the latest market trends, demographics, local government ordinances and other information before purchasing lands.
- ✓ Research and monitor the ownership status of identified lands and pursue options to purchase lands.
- ✓ Prepare development plans for lands that may be used for Economic Development projects.
- ✓ Seek Federal, State, Local and Non-Profit funding to purchase lands adjacent to or off the reservation for Economic Development projects.

3. Create new Government contracting enterprises.

- ✓ Research and maintain a list of the latest Government contracting bids available in the area.
- ✓ Provide outreach and information to Tribal Members on the latest Government contracting bids available in the area.
- ✓ Develop a listing of Tribal Member owned businesses and services that can be provided for Government contracts
- ✓ Create new Tribal Enterprises that can provide services to Government contracts.
- ✓ Seek Federal, State, Local and Non-Profit funding to create and expand Government contracting enterprises.

GOAL 2.3: Develop Partnerships with Other Native Tribes.

POLICY ITEMS:

1. Work with other Tribes in Nevada to create joint economic development opportunities.

- ✓ Work with other Tribes in Nevada to sell their products and services in tribally owned business and in tribal member owned businesses.
- ✓ Work with other Tribes in Nevada to create joint Tribal enterprises.
- ✓ Work with other Tribes in Nevada to mutually promote and market tribally owned enterprises and tribal member owned businesses.
- ✓ Hire an economic development coordinator to work with other Tribes in Nevada to create economic development for tribal enterprises and for tribal member owned businesses.
- ✓ Join economic development associations and attend trade shows to foster economic development opportunities with other Tribes in Nevada.

2. Work with Native Tribes outside of Nevada to create economic development opportunities.

- ✓ Work with Native American owned companies to sell their products and services in tribally owned businesses and in tribal member owned businesses.
- ✓ Work with Native American Tribes outside of Nevada to create joint Tribal enterprises.
- ✓ Work with Native American Tribes outside of Nevada to mutually promote and market tribally owned enterprises and tribal member owned businesses.
- ✓ Hire an economic development coordinator to work with Native American Tribes outside of Nevada to create economic development for tribal enterprises and for tribal member owned businesses.
- ✓ Join economic development associations and attend trade shows to foster economic development opportunities with Native American Tribes outside of Nevada.

3. Work with Native Tribes outside of the United States to create economic development opportunities.

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- ✓ Work with Native Tribes outside the United States to sell their products and services in tribally owned businesses and in tribal member owned businesses.
- ✓ Work with Native Tribes outside the United States to create a joint Tribal enterprise.
- ✓ Work with Native Tribes outside the United States to mutually promote and market tribally owned enterprises and tribal member owned businesses.
- ✓ Hire an economic development coordinator to work with Native Tribes outside of the United States to create economic development for tribal enterprises and for tribal member owned businesses.
- ✓ Join economic development associations and attend trade shows to foster economic development opportunities with Native Tribes outside the United States.

GOAL 2.4: Improve the Existing Tribal Enterprises.

POLICY ITEMS:

1. Reorganize the Tribal Enterprises into a separate Tribal Business Corporation.

- ✓ Adopt through Tribal Council resolution a Tribal corporation code and charter that separates the Tribal Enterprises from the Tribal Government.
- ✓ Develop a new corporate charter that will allow for the maximization of profits and opportunities to generate revenue and for the Tribe.
- ✓ Create a corporate Board of Directors that is comprised of educated, experienced business professionals to govern the corporation.
- ✓ Dedicate sufficient funding through the Tribal Budget process to hire qualified experienced business professionals to manage the corporation and the Tribal Enterprises.
- ✓ Seek Federal, State, Local and Non-Profit Funding to separate the Tribal Enterprises from the Tribal Government.

2. Upgrade and expand the Tribal Enterprises.

- ✓ Create a capital improvement plan for the Tribal Enterprises.
- ✓ Increase the signage and appearance of the Tribal Enterprises.
- ✓ Annually dedicate sufficient funding in the Tribal Enterprise budgets to pay for capital improvement projects.
- ✓ Add additional commercial uses to the Tribal Enterprises.
- ✓ Seek Federal, State, Local and Non-Profit funding to upgrade and expand the Tribal Enterprises.

3. Market and promote the Tribal Enterprises.

- ✓ Using Pyramid Lake and the cultural history of the Tribe develop a marketing campaign for the Tribal Enterprises.
- ✓ Annually dedicate sufficient funding in the Tribal Enterprise budgets to market and promote the Tribal Enterprises.
- ✓ Hire outside professional help to design and carry out a successful Tribal Enterprise marketing campaign.
- ✓ Regularly perform surveys of customers and conduct market research for marketing campaigns.
- ✓ Seek Federal, State, Local and Non-Profit funding to market and promote the Tribal Enterprises.

GOAL 2.5: Develop Partnerships with Successful Private Industries.

POLICY ITEMS:

1. Develop partnerships with successful private industries on the reservation.

- ✓ Send out Request for Qualifications to successful private industries to develop joint Tribal Enterprises.
- ✓ Select a private company and perform background investigations and other due diligence procedures.
- ✓ Define business relationship and project development responsibilities between the Tribe and selected private company.
- ✓ Develop long term profit making opportunities for the Tribal Business Corporation.

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- ✓ Seek Federal, State, Local, and Non-Profit funding to complete a joint Tribal Enterprise.

2. Develop partnerships with successful private industries off the reservation.

- ✓ Send out Request for Qualifications to successful private industries to develop joint Tribal Enterprises.
- ✓ Select a private company and perform background investigations and other due diligence procedures.
- ✓ Define business relationship and project development responsibilities between the Tribe and selected private company.
- ✓ Develop long term profit making opportunities for the Tribal Business Corporation.
- ✓ Seek Federal, State, Local, and Non-Profit funding to complete a joint Tribal Enterprise.

3. When desirable use successful private companies to manage Tribal Enterprises for a limited amount of time.

- ✓ Send out Request for Qualifications to successful private industries to manage a Tribal Enterprise.
- ✓ Select a private company and perform background investigations and other due diligence procedures.
- ✓ Define business relationship and responsibilities between the Tribe and selected management company.
- ✓ Develop an education program for the Tribe to learn how to run the Tribal Enterprise
- ✓ Develop a plan to transition operations from the selected management company to the Tribe.

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ENERGY ELEMENT

GOAL 3.1: Develop Energy Projects that Will Create Revenue and Lower Utility Costs for Tribal Members.

POLICIES:

1. Create a separate Tribal energy corporation.

- ✓ Integrate a separate corporate structure into the plan for energy development.
- ✓ Research other successful Tribal energy corporate structures.
- ✓ Develop a corporate structure that allows for Tribal Members to be shareholders in an energy corporation.
- ✓ Appoint a qualified Board of Directors and hire an experienced staff to run the Tribal energy corporation.
- ✓ Seek Federal, State, Local and Non-Profit funding to create a separate Tribal energy corporation.

2. Partner with private companies to develop joint venture energy projects.

- ✓ Send out Request for Qualifications to industry leaders to develop joint venture energy projects.
- ✓ Evaluate the energy resources on the reservation.
- ✓ Conduct an energy market analysis.
- ✓ Conduct an evaluation of the transmission system.
- ✓ Perform background investigations and other due diligence procedures before joint venture opportunities are pursued.

3. Secure various forms of financing for energy projects.

- ✓ Evaluate the energy resources on the reservation.
- ✓ Conduct an energy market analysis.
- ✓ Where feasible secure debt/equity financing arrangements.
- ✓ Where feasible pursue sale/lease back arrangements with private companies.
- ✓ Seek Federal, State, Local and Non-Profit funding to develop energy projects.

GOAL 3.2: Encourage the Development of Geothermal Energy Projects.

POLICIES:

1. Evaluate the geothermal potential on the reservation.

- ✓ Partner with industry leaders and area institutions to study geothermal potential on the reservation.
- ✓ Complete proof of geothermal resource study.
- ✓ Conduct an energy market analysis.
- ✓ Conduct an evaluation of the transmission system.
- ✓ Seek Federal, State, Local and Non-Profit funding and technical assistance to study a geothermal energy project.

2. Partner with private companies to develop joint venture geothermal energy projects.

- ✓ Send out Request for Qualifications to industry leaders to develop joint venture geothermal energy projects.
- ✓ Select private company and perform background investigations and other due diligence procedures.
- ✓ Define business relationship and project development responsibilities between the Tribe and selected private company.
- ✓ Using best available science and industry technology design a geothermal energy project.
- ✓ Seek Federal, State, Local, and Non-Profit funding and technical assistance to design a geothermal energy project.

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3. Secure financing and develop geothermal energy projects.

- ✓ Based upon project design develop various financing options to develop geothermal energy projects.
- ✓ Where feasible secure private debt/equity financing arrangements.
- ✓ Where feasible pursue sale/lease back financing arrangements with selected private company.
- ✓ Seek Federal, State, Local, and Non-Profit funding to develop a geothermal energy project.
- ✓ Develop geothermal project according to Tribal, Federal, State, and Local regulations.

GOAL 3.3: Encourage the Development of Wind Energy Projects.

POLICIES:

1. This would be where a generalized action item would be written in and would be followed by more defined steps in which to accomplish the overall policy listed at the top of the page.

- ✓ Partner with industry leaders and area institutions to study the wind energy potential on the reservation.
- ✓ Complete a wind energy proof of resource study.
- ✓ Conduct an energy market analysis.
- ✓ Conduct an evaluation of the regional transmission system.
- ✓ Seek Federal, State, Local and Non-Profit funding and technical assistance to study the wind energy resources on the reservation.

2. Partner with private companies to develop joint venture wind energy projects.

- ✓ Send out Request for Qualifications to industry leaders to develop joint venture wind energy projects.
- ✓ Select private company and perform background investigations and other due diligence procedures.
- ✓ Define business relationship and project development responsibilities between the Tribe and selected private company.
- ✓ Using best available science and industry technology design a wind energy project.
- ✓ Seek Federal, State, Local, and Non-Profit funding and technical assistance to design a wind energy project.

3. Secure financing and develop wind energy projects.

- ✓ Based upon project design develop various financing options to develop a wind energy project.
- ✓ Where feasible secure private debt/equity financing arrangements.
- ✓ Where feasible pursue sale/lease back financing arrangements with selected private company.
- ✓ Seek Federal, State, Local, and Non-Profit funding to develop a wind energy project.
- ✓ Develop the wind energy project according to Tribal, Federal, State, and Local regulations.

GOAL 3.4: Encourage the Development of Solar Energy Projects.

POLICIES:

1. Evaluate the Solar energy resources on the reservation.

- ✓ Partner with industry leaders and area institutions to study the solar energy potential on the reservation.
- ✓ Complete solar energy proof of resource studies.
- ✓ Conduct an energy market analysis.
- ✓ Conduct an evaluation of the regional transmission system.
- ✓ Seek Federal, State, Local and Non-Profit funding and technical assistance to study the solar energy resources on the reservation.

2. Partner with private companies to develop joint venture wind energy projects.

- ✓ Send out Request for Qualifications to industry leaders to develop joint venture solar energy projects.

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- ✓ Select private company and perform background investigations and other due diligence procedures.
- ✓ Define business relationship and project development responsibilities between the Tribe and selected private company.
- ✓ Using best available science and industry technology design a solar energy project.
- ✓ Seek Federal, State, Local, and Non-Profit funding and technical assistance to design a solar energy project.

3. Secure financing and develop solar energy projects.

- ✓ Based upon project design develop various financing options to develop a solar energy project.
- ✓ Where feasible secure private debt/equity financing arrangements.
- ✓ Where feasible pursue sale/lease back financing arrangements with selected private company.
- ✓ Seek Federal, State, Local, and Non-Profit funding to develop a solar energy project.
- ✓ Develop the solar energy project according to Tribal, Federal, State, and Local regulations.

GOAL 3.5: Encourage the Development of Other Energy Projects.

POLICIES:

1. Evaluate all of the other energy resources on the reservation.

- ✓ Partner with industry leaders and area institutions to study all of the other energy potential on the reservation.
- ✓ Complete other energy proof of resources studies.
- ✓ Conduct an energy market analysis.
- ✓ Conduct an evaluation of the regional transmission system.
- ✓ Seek Federal, State, Local and Non-Profit funding and technical assistance to study all of the other energy resources on the reservation.

2. Partner with private companies to develop joint venture other energy projects.

- ✓ Send out Request for Qualifications to industry leaders to develop joint venture other energy projects.
- ✓ Select private company and perform background investigations and other due diligence procedures.
- ✓ Define business relationship and project development responsibilities between the Tribe and selected private company.
- ✓ Using best available science and industry technology design for other energy projects.
- ✓ Seek Federal, State, Local, and Non-Profit funding and technical assistance to design for other energy projects.

3. Secure financing and develop other energy projects.

- ✓ Based upon project design develop various financing options to develop other energy projects.
- ✓ Where feasible secure private debt/equity financing arrangements.
- ✓ Where feasible pursue sale/lease back financing arrangements with selected private company.
- ✓ Develop the other energy project according to Tribal, Federal, State, and Local regulations.
- ✓ Seek Federal, State, Local, and Non-Profit funding and technical assistance to develop other energy projects.

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GOOD GOVERNANCE AND EDUCATION ELEMENT

GOAL 4.1: Create a Business Friendly Tribal Government.

POLICIES:

- 1. Provide incentives to attract development and private investment on the reservation.**
 - ✓ Use the unique sovereign status of the Tribe to attract development and private investment on the reservation.
 - ✓ Highlight to investors the existing tax breaks offered through the Tribe to attract development and private investment.
 - ✓ Where feasible offer reduced land and lease incentives to attract development and private investment on the reservation.
 - ✓ Develop a development permitting and regulatory structure that protects the Tribe's interests and is competitive to surrounding local governments.
 - ✓ Improve existing infrastructure and utilities on the reservation to attract development and private investment.

- 2. Maintain and improve the financial standing of the Tribal Government.**
 - ✓ Increase the revenue stream and the financial capacity of the Tribal Government.
 - ✓ Improve the Tribal Government's bond rating.
 - ✓ Stay current on all financial, accounting, audit requirements and indirect cost rates.
 - ✓ Stay in compliance with the tax compact and other agreements between the Tribal Government, the Federal Government and the State of Nevada.
 - ✓ As deemed necessary hire outside financial consultants to maintain and improve the financial standing of the Tribal Government.

- 3. Improve the administration and overall structure of the Tribal Government to attract development and private investment on the reservation.**
 - ✓ Hire qualified program directors and staff to carry out the policies and program goals of the Tribal Government.
 - ✓ Develop a rules of procedures ordinance to better facilitate Tribal Council and Advisory Committee meetings.
 - ✓ Review and revise the personnel manual and develop an ethics code for the Tribal Government to prevent conflicts of interest.
 - ✓ Provide enhanced community outreach to Tribal Members on the functions of the Tribal Government.
 - ✓ Conduct national research and explore innovative ideas to improve the administration and structure of the Tribal Government.

GOAL 4.2: Become Certified Under the 8A Business Development Program

POLICIES:

- 1. Complete the application process for the 8A Business Development Program.**
 - ✓ Research the requirements of the 8A Business Development Program with the Small Business Administration.
 - ✓ Discuss the application requirements of the program with local representatives of the Small Business Administration.
 - ✓ Prepare an 8A Business Development Program application.
 - ✓ Make the 8A Business Development Program application available for comment by Tribal Members.
 - ✓ Have 8A Business Development Program application reviewed by Tribal Council.

- 2. Encourage Tribal Member owned businesses to become certified under the 8A Business Development Program.**
 - ✓ Research the requirements of the 8A Business Development Program with the Small Business Administration.
 - ✓ Discuss the application requirements of the program with local representatives of the Small Business Administration.

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- ✓ Create informational materials about the 8A Business Development Program for distribution to Tribal Members.
- ✓ Perform outreach to Tribal Members on the benefits of the 8A Business Development Program.
- ✓ Make the 8A Business Development Program applications available to Tribal Members.

3. Create new government contracting Tribal Enterprises under the 8A Business Development Program.

- ✓ Research the requirements of the 8A Business Development Program with the Small Business Administration.
- ✓ Prepare an 8A Business Development Program application.
- ✓ Perform market research to determine the most profitable government contracting opportunities available in the area.
- ✓ Create a separate Tribal Enterprise government contracting business.
- ✓ Seek Federal, State, Local and Non-Profit funding to create new Tribal Enterprises.

GOAL 4.3: Increase Tribal Member Access to High Quality Education and Job Skills Training.

POLICIES:

1. Ensure that an educated, well-trained Tribal Member workforce exists to attract development and private investment on the reservation.

- ✓ Create a working relationship and communication with local universities, community colleges, private colleges, local school districts, regional workforce development providers, business leaders and non-profit agencies.
- ✓ Provide additional funding through the Tribal budget process to support Tribal Members scholarships and programs to attain job skills training.
- ✓ Seek technical assistance from educational professionals and host higher education and job skills training expositions on the reservation.
- ✓ Create high quality education and job skills training information clearinghouse and outreach program for Tribal Members.
- ✓ Seek Federal, State, Local and Non-Profit funding to support Tribal Members scholarships and programs to attain higher education degrees and job skills training.

2. Increase Tribal Member access to high quality education and job skills training.

- ✓ Work with local universities, community colleges, private colleges, local school districts, regional workforce development providers and non-profit agencies to provide high quality education and job skills training courses on the reservation.
- ✓ Provide additional funding through the Tribal budget process to support Tribal Members scholarships and programs to attain job skills training.
- ✓ Increase internet service on the reservation to increase Tribal Members access to online courses and job skills training.
- ✓ Build a higher education and job skills training center on the reservation.
- ✓ Seek Federal, State, Local and Non-Profit funding to support Tribal Members scholarships and programs to attain higher education degrees and job skills training.

3. Offer educational advancement opportunities for all Tribal members, with an emphasis on encouraging young Tribal Members to remain on or relocate back to the reservation.

- ✓ Create a Tribal Member fellowship program within the Tribal Government.
- ✓ Provide additional funding through the Tribal budget process to support Tribal Members scholarships and programs to attain job skills training.
- ✓ Expand the Summer Youth Program to offer year-round internship programs for Tribal Members to gain work experience by working in the Tribal Government.
- ✓ Increase outreach to Tribal Members of the opportunities and programs in place to attain higher educational degrees and receive job skills training
- ✓ Seek Federal, State, Local and Non-Profit funding to support Tribal Members scholarships and programs to attain higher education degrees and job skills training.

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GOAL 4.4: Create and Maintain a Business Regulatory Structure

POLICIES:

1. Establish Tribal corporate code.

- ✓ Research successful Tribal corporate codes.
- ✓ Seek Tribal Member input on Tribal corporate codes
- ✓ Hire experts to develop a Tribal corporate code.
- ✓ Budget and dedicate sufficient funding in the Tribal Appropriation process to administer a Tribal corporate code.
- ✓ Seek Federal, State, Local and Non-Profit funding to establish a Tribal corporate code.

2. Establish a business licensing program.

- ✓ Research successful business licensing requirements and programs.
- ✓ Seek Tribal Member input on business licensing requirements.
- ✓ Hire experts to develop business licensing requirements.
- ✓ Budget and dedicate sufficient funding in the Tribal Appropriation process to administer a business licensing program.
- ✓ Seek Federal, State, Local and Non-Profit funding to establish business licensing program.

3. Maintain a separate Tribal tax code.

- ✓ Research successful other successful tax codes and make modifications as needed.
- ✓ Seek Tribal Member input on the Tribal tax code and make modifications as needed.
- ✓ Hire experts to make modifications as needed to the Tribal tax code.
- ✓ Budget and dedicate sufficient funding in the Tribal Appropriation process to administer a Tribal tax code.
- ✓ Seek Federal, State, Local and Non-Profit funding to improve the Tribal tax code.

GOAL 4.5: Continue Economic Development and Land Use Planning Efforts.

POLICIES:

1. Provide continual Economic Development services.

- ✓ Create an Economic Development division to recruit companies to invest and develop on the reservation.
- ✓ Annually dedicate funding in the Tribal Budget process to support an Economic Development division and its activities.
- ✓ Administer and carry out the goals and policies of the Pyramid Lake Economic Development Plan.
- ✓ Actively recruit companies and become a point of contact for Economic Development to the reservation.
- ✓ Become a resource for Tribal Members to obtain information on grants and other programs designed to start Tribal Member businesses.

2. Provide continual Land Use Planning services

- ✓ Create a Land Use Planning and Zoning division within the Tribal Government to regulate development on the reservation.
- ✓ Annually dedicate funding in the Tribal Budget process to support a Land Use Planning division and its activities.
- ✓ Create a comprehensive land use plan to guide future development and land use on the reservation.
- ✓ Create a zoning code to regulate and facilitate high quality development on the reservation.
- ✓ Review projects from surrounding Federal, State and Local governments and provide comment on behalf of the Tribal Government.

3. Work with Tribal, Federal, State, and Local governments in the region to influence policy to support the Economic Development efforts of the Tribe.

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- ✓ Review meeting agendas for Tribal, Federal, State and Local Governments in the region.
- ✓ Create working relationships between the Tribal Council and elected members of Tribal, Federal, State and Local governments in the region.
- ✓ Create working relationships with staff members of the Tribal, Federal, State and Local governments in the region.
- ✓ Submit comment and provide input on issues of interest to the Tribe to influence regional policy.
- ✓ Join local chamber of commerce; collaborate with Tribal, Federal, State and Local governments in the region to support Economic Development.

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INDUSTRIAL AND COMMERCIAL DEVELOPMENT ELEMENT

GOAL 5.1: Create Development Standards to Encourage and Regulate High Quality Development.

POLICIES:

1. New development standards shall mitigate any negative impacts (traffic, noise, lighting, air pollution, and odor) to adjacent land.

- ✓ Create an inventory of developable land on the reservation.
- ✓ Create a comprehensive land use plan to guide future development and land use on the reservation.
- ✓ Create a zoning code to regulate and facilitate high quality development on the reservation.
- ✓ Create a development review process that allows for Tribal Member input on projects.
- ✓ Research existing development standards to find innovative ways to mitigate negative impacts of development on adjacent lands.

2. Development standards shall facilitate development that does not intrude into existing residential neighborhoods or disrupt existing commercial activities and other uses.

- ✓ Develop a community inventory of existing neighborhoods and activities that might be intruded upon by new development.
- ✓ Create a comprehensive land use plan to guide future development and land use on the reservation.
- ✓ Create a zoning code to regulate and facilitate high quality development on the reservation.
- ✓ Create a development review process that allows for Tribal Member input on projects.
- ✓ Research existing development standards to find innovative ways to mitigate negative impacts of development upon existing neighborhoods and activities.

3. New development shall protect the unique natural and cultural resources of the Tribe.

- ✓ Develop a community inventory of the natural and cultural resources that need to be protected from development.
- ✓ Create a comprehensive land use plan to guide future development and land use on the reservation.
- ✓ Create a zoning code to regulate and facilitate high quality development on the reservation.
- ✓ Create a development review process that allows for Tribal Member input on development projects.
- ✓ Increase awareness of the unique natural and cultural resources of the Tribe.

GOAL 5.2: Provide Opportunities for Appropriate Commercial Development.

POLICIES:

1. Determine the appropriate amount and location of commercial land uses based on an adopted vision of the Tribe.

- ✓ Create a comprehensive land use plan to guide future development and land use on the reservation.
- ✓ Create a zoning code to regulate and facilitate high quality development on the reservation.
- ✓ Create a development review process that allows for Tribal Member input on land use decisions.
- ✓ Regularly monitor the regional, national and global economies and real estate market trends and adopt land use plans to meet demands for commercial land.
- ✓ Continue to evaluate the amount and location of commercial land uses on the reservation.

2. Encourage the development of unique shopping districts that help strengthen the community and cultural identity of the Tribe.

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- ✓ Develop area specific design standards to guide the development of unique shopping districts that strengthen the community and cultural identity of the Tribe.
- ✓ Perform Tribal Member outreach to determine the features that should be incorporated into a unique shopping district.
- ✓ Research unique shopping districts around the country and incorporate ideas into the planning process.
- ✓ Create a comprehensive land use plan to determine the location of unique shopping districts on the reservation.
- ✓ Create a development review process that allows for Tribal Member input on the design of unique shopping districts.

2. Promote economically vital neighborhood commercial districts that foster small business enterprise and entrepreneurship.

- ✓ Create a comprehensive land use plan to guide future development and land use on the reservation.
- ✓ Create a zoning code to regulate and facilitate high quality development on the reservation.
- ✓ Create a development review process that allows for Tribal Member input on land use decisions.
- ✓ Regularly monitor the regional, national and global economies and real estate market trends and adopt land use plans to meet demands for commercial districts land.
- ✓ Create a Pyramid Lake Chamber Of Commerce or merchants association to promote businesses on the reservation.

GOAL 5.3: Provide Opportunities for Appropriate Industrial Development.

POLICIES:

1. Determine the appropriate amount and location of industrial land uses based on an adopted vision of the Tribe.

- ✓ Create a comprehensive land use plan to guide future development and land use on the reservation.
- ✓ Create a zoning code to regulate and facilitate high quality development on the reservation.
- ✓ Create a development review process that allows for Tribal Member input on land use decisions.
- ✓ Regularly monitor the regional, national and global economies and real estate market trends and adopt land use plans to meet demands for industrial land.
- ✓ Identify and evaluate the amount and location of industrial land uses on the reservation.

2. New industrial development should positively contribute to the economic vitality of the community and provide employment opportunities for Tribal Members.

- ✓ Regularly monitor the regional, national and global economies and real estate market trends and adopt land use plans to meet demands for industrial land.
- ✓ Create a business licensing department to regulate businesses on the reservation and monitor Tribal Member employment opportunities.
- ✓ Develop design standards to guide high quality industrial development on the reservation.
- ✓ Regularly monitor the economic vitality of industrial development on the reservation.
- ✓ When needed update land use plans to designate areas for industrial development.

3. Identify industrial areas on the reservation that can serve markets off the reservation.

- ✓ Regularly monitor the regional, national and global economies and real estate market trends and adopt land use plans to meet demands for industrial land.
- ✓ Join national and international trade organizations to promote industrial development on the reservation.
- ✓ Improve access to major transportation routes to avoid conflicts with existing development on the reservation
- ✓ Create a comprehensive land use plan to guide future development and land use on the reservation.
- ✓ Create a zoning code to regulate and facilitate high quality development on the reservation.

GOAL 5.4: Encourage Tourism Oriented Development in Appropriate Areas.

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POLICIES:

1. Determine the appropriate amount and location of Tourist Oriented land uses based on an adopted vision of the Tribe.

- ✓ Create a comprehensive land use plan to guide future development and land use on the reservation.
- ✓ Create a zoning code to regulate and facilitate high quality development on the reservation.
- ✓ Create a development review process that allows for Tribal Member input on land use decisions.
- ✓ Regularly monitor the regional, national and global economies and real estate market trends and adopt land use plans to meet demands for industrial land.
- ✓ Continue to evaluate the amount and location of industrial land uses on the reservation.

2. Focus areas of Tourism Oriented Development on the expansion community identity through additional visual, recreational and cultural amenities.

- ✓ Develop area specific design standards to guide Tourist Oriented Development of unique shopping districts that strengthen the community and cultural identity of the Tribe.
- ✓ Perform Tribal Member outreach to determine the features that should be incorporated into a Tourist Oriented Development.
- ✓ Research unique shopping districts around the country and incorporate ideas into the planning process for Tourist Oriented Development.
- ✓ Create a comprehensive land use plan to determine the location of Tourist Oriented Development on the reservation.
- ✓ Create a development review process that allows for Tribal Member input on the design of Tourist Oriented Development.

3. New Tourist Oriented Development shall protect the unique natural and cultural resources of the Tribe.

- ✓ Develop a community inventory of the natural and cultural resources that need to be protected from Tourist Oriented Development.
- ✓ Create a comprehensive land use plan to guide Tourist Oriented Development on the reservation.
- ✓ Create a zoning code to regulate and facilitate high quality Tourist Oriented Development on the reservation.
- ✓ Create a development review process that allows for Tribal Member input on development projects.
- ✓ Increase awareness of the unique natural and cultural resources of the Tribe.

GOAL 5.5: Develop New and Improve Existing Infrastructure.

POLICIES:

1. Invest in public infrastructure to attract and support new development.

- ✓ Create an inventory of existing infrastructure on the reservation.
- ✓ Create an infrastructure master plan for the reservation.
- ✓ Regularly monitor the regional, national and global economies and real estate market trends to guide infrastructure investment.
- ✓ Increase and maintain a high bond rating of the Tribe to issue bonds and build new infrastructure.
- ✓ Seek Federal, State, Local and Non-Profit funding to develop new infrastructure on the reservation.

2. Develop partnerships with private companies to develop new infrastructure.

- ✓ When feasible execute development agreements to develop new infrastructure on the reservation.
- ✓ Ensure continual maintenance can be provided for all new infrastructure that supports new development.
- ✓ Identify areas where new infrastructure is needed in the comprehensive land use plan.
- ✓ Create an economic development division to attract private companies to develop new infrastructure on the reservation.

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- ✓ Partner with local utility providers to develop new infrastructure on the reservation.
- 3. Expand the scope of the Public Utilities District to be its own separate utility authority.**
- ✓ Expand the resources of the Public Utilities District to support continual maintenance of existing infrastructure.
- ✓ Provide sufficient funding through the Tribal Budget process to support continual maintenance of existing infrastructure.
- ✓ Develop a long term capital improvement and assets management program for the Public Utilities District.
- ✓ Create an infrastructure master plan for the reservation.
- ✓ Seek Federal, State, Local and Non-Profit funding to provide continual maintenance of existing and expansion of new infrastructure.

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AGRICULTURE AND RANCHING ELEMENT

GOAL 6.1: Provide Adequate Land and Water Resources.

POLICIES:

1. Management of water resources should be coordinated with the Tribe's efforts to protect Pyramid Lake and its Fisheries.

- ✓ Create an inventory of water rights and decrees in the region to better identify agricultural and ranching water uses and supply needs.
- ✓ Support the development of a Tribal water conservancy to hold and acquire water resources for agricultural and ranching uses.
- ✓ Challenge environmentally harmful water rights transfers.
- ✓ Apply for water rights where possible or establish standing in water rights applications to assure sufficient water is available for economically viable agricultural and ranching uses
- ✓ Seek Federal, State, Local and Non-Profit funding to preserve and acquire water rights for economically viable agricultural and ranching uses.

2. Implement water conservation practices in the agricultural and ranching industries.

- ✓ Research the latest techniques and industry standards for water conservation.
- ✓ Create an outreach program to inform farmers and ranchers of the economic benefits of water conservation.
- ✓ Develop water conservation policies and regulations.
- ✓ Hire additional staff and provide resources to educate and enforce adopted water conservation policies and regulations.
- ✓ Seek Federal State, Local and Non-Profit funding to implement water conservation practices in the agricultural and ranching industries.

3. Improve existing infrastructure to provide more efficient water use.

- ✓ Research the latest techniques and industry standards for efficiency in water infrastructure.
- ✓ Maintain an inventory and records system of existing water infrastructure.
- ✓ Use inventory information to develop a long term capital improvement plan.
- ✓ Seek Tribal Member, farmer and ranching input on infrastructure efficiency projects.
- ✓ Seek Federal State, Local and Non-Profit funding to develop infrastructure efficiency projects.

GOAL 6.2: Produce New and More Profitable Agricultural Products.

POLICIES:

1. Solicit new and more profitable agricultural products to be grown and raised on the reservation.

- ✓ Compile and regularly update data concerning climate, soils, water and other information about the reservation.
- ✓ Join agricultural organizations and attend trade shows to inform industry leaders about the reservation.
- ✓ Conduct Tribal Member, farmer and rancher outreach to solicit ideas for new and more profitable agricultural products.
- ✓ Develop a review process for new agricultural products to minimize any potential impacts.
- ✓ Seek Federal State, Local and Non-Profit funding to solicit new and more profitable agricultural products.

2. Create a Pyramid Lake agricultural collaborative.

- ✓ Establish non-profit status within the agricultural collaborative and raise funds to hire staff and obtain resources.
- ✓ Maintain and accurate listing of contact information for farmers and ranchers.

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- ✓ Conduct ongoing Tribal Member, farmer and rancher outreach to create projects for the agricultural collaborative.
- ✓ Market and promote agricultural products grown and raised on the reservation.
- ✓ Seek Federal State, Local and Non-Profit funding to create a Pyramid Lake agricultural collaborative.

3. Market and promote new agricultural products grown and raised on the reservation.

- ✓ Using Pyramid Lake and the cultural history of the Tribe develop a marketing campaign for products grown and raised on the reservation.
- ✓ Dedicate sufficient resources in the Tribal Budget process to market and promote products grown and raised on the reservation.
- ✓ Hire outside professional help to design and carry out a successful marketing campaign.
- ✓ Create partnerships with other organizations and agencies to promote products grown and raised on the reservation.
- ✓ Seek Federal, State, Local and Non-Profit funding to market and promote products grown and raised on the reservation.

GOAL 6.3: Improve the Existing Agricultural Infrastructure.

POLICIES:

1. Regularly monitor and inventory of the status of agricultural infrastructure.

- ✓ Maintain an accurate listing of contact information for famers, livestock owners, and associations.
- ✓ Hire additional qualified staff and provide additional resources to monitor the status of agricultural infrastructure.
- ✓ Maintain an inventory and records system for agricultural infrastructure.
- ✓ Research the latest techniques and industry standards for monitoring agricultural infrastructure.
- ✓ Seek Federal, State, Local and Non-Profit funding to regularly monitor and inventory agricultural infrastructure.

2. Develop a long term capital improvement plan for agricultural infrastructure.

- ✓ Use accurate inventory information to develop a long term capital improvement plan.
- ✓ Hire qualified outside professional help to develop a long term capital improvement plan.
- ✓ Seek farmer, Tribal Member and rancher input on the development of a long term capital improvement plan.
- ✓ Budget and dedicate sufficient funding to develop long term capital improvement projects.
- ✓ Seek Federal, State, Local and Non-Profit funding to develop a long term capital improvement plan.

3. Create a program to provide for the long term maintenance of agricultural infrastructure.

- ✓ Maintain an inventory and records system for agricultural infrastructure.
- ✓ Research the latest techniques and industry standards for maintaining agricultural infrastructure.
- ✓ Maintain an accurate listing of contact information for famers.
- ✓ Hire additional qualified staff to provide long term maintenance of agricultural infrastructure.
- ✓ Seek Federal, State, Local and Non-Profit funding to provide long term maintenance of agricultural infrastructure.

GOAL 6.4: Provide Enhanced Range Management and Conservation.

POLICIES:

1. Provide sufficient water resources to support natural functions of open ranges

- ✓ Develop land use protections for seeps, springs, creeks and other surface water resources.
- ✓ Support the development of a Tribal water conservancy to hold and acquire water resources for open ranges.
- ✓ Protest environmentally harmful water rights transfers.
- ✓ Apply for water rights where possible or establish standing in water rights applications to assure sufficient water is available for open ranges.

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- ✓ Seek Federal, State, Local and Non-Profit funding to preserve and acquire water rights for open ranges.

2. Prevent invasive plants and overgrazing on open ranges.

- ✓ Work with Federal, State, Local and Non-Profit agencies in the region to prevent invasive plants growing on the reservation.
- ✓ Enhance existing Tribal grazing regulations and policies on the reservation.
- ✓ Research the latest scientific advances in prevention of invasive plants from growing on the reservation.
- ✓ Regularly update the inventory of soil conditions on the reservation and create a map of areas that can sustain grazing practices.
- ✓ Seek Federal, State, Local and Non-Profit funding to prevent invasive plants and overgrazing on open ranges.

3. Create a range management plan and conservation program.

- ✓ Enhance existing Tribal grazing regulations and policies on the reservation.
- ✓ Hire experienced staff to run a range management and conservation program.
- ✓ Dedicate sufficient funding in the Tribal budget process to support a range management and conservation program.
- ✓ Perform outreach to the ranching industry and to Tribal Members on range management and conservation.
- ✓ Seek Federal, State, Local and Non-Profit funding to create a range management and conservation program.

GOAL 6.5: Improve the Existing Range Infrastructure.

POLICIES:

1. Regularly monitor and inventory of the status of range infrastructure.

- ✓ Maintain an accurate listing of contact information for ranchers.
- ✓ Hire additional qualified staff and provide additional resources to monitor the status of range infrastructure.
- ✓ Maintain an inventory and records system for range infrastructure.
- ✓ Research the latest techniques and industry standards for monitoring range infrastructure.
- ✓ Seek Federal, State, Local and Non-Profit funding to regularly monitor and inventory range infrastructure.

2. Develop a long term capital improvement plan for range infrastructure.

- ✓ Use accurate inventory information to develop a long term capital improvement plan.
- ✓ Hire qualified outside professional help to develop a long term capital improvement plan.
- ✓ Seek rancher and Tribal Member input on the development of a long term capital improvement plan.
- ✓ Budget and dedicate sufficient funding to develop long term capital improvement projects.
- ✓ Seek Federal, State, Local and Non-Profit funding to develop a long term capital improvement plan.

3. Create a program to provide for the long term maintenance of range infrastructure.

- ✓ Maintain an inventory and records system for range infrastructure.
- ✓ Research the latest techniques and industry standards for maintaining range infrastructure.
- ✓ Maintain an accurate listing of contact information for ranchers.
- ✓ Hire additional qualified staff to provide long term maintenance of range infrastructure.
- ✓ Seek Federal, State, Local and Non-Profit funding to provide long term maintenance of range infrastructure.

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TRIBAL ENTREPRENEURSHIP ELEMENT

GOAL 7.1: Create Optimum Employment Opportunities for Tribal Members.

POLICIES:

- 1. Provide a wide range of employment opportunities for Tribal Members on the reservation.**
 - ✓ Regularly monitor Tribal Member opinion on employment opportunities on the reservation and adapt as necessary
 - ✓ Develop a project review team within the Tribal Government to review the impacts of Economic Development projects on the reservation.
 - ✓ Develop a process for public notification and Tribal Member input on Economic Development projects on the reservation.
 - ✓ Create a comprehensive land use plan that provides specific policy for providing a wide range of employment opportunities and land use on the reservation.
 - ✓ Create a comprehensive land use plan that designates areas to locate areas for employment based on a community based vision.

- 2. Encourage large employers to locate or expand in appropriate areas on the reservation.**
 - ✓ Recruit large national and international companies to locate on the reservation.
 - ✓ Provide incentives for large companies to develop on the reservation and provide employment opportunities for Tribal Members.
 - ✓ Create a comprehensive land use plan to guide future development and land use on the reservation.
 - ✓ Create a zoning code to regulate and facilitate high quality development on the reservation.
 - ✓ Develop a due diligence and project review process to protect the Tribe's interest.

- 3. Maintain and enhance the Tribe's business friendly climate to create optimal employment opportunities for Tribal Members.**
 - ✓ Send Tribal Staff and Tribal Council Members to attend regional, national and international trade shows.
 - ✓ Join local chamber or commerce and national business related trade organizations.
 - ✓ Develop Economic Development outreach materials with information about the Tribe.
 - ✓ Advertise the business friendly climate and incentives in business and trade publications.
 - ✓ Seek Federal, State, Local and Non-Profit funding to maintain and enhance the Tribe's business friendly climate.

GOAL 7.2: Encourage Entrepreneurship and the Development of Tribal Member Owned Businesses.

POLICIES:

- 1. Foster a strong Tribal Member entrepreneurial environment.**
 - ✓ Create an Economic Development division that can serve as a clearinghouse for the development of Tribal Member owned businesses.
 - ✓ Host business development expos to assist Tribal Members in starting their own businesses.
 - ✓ On the Tribal Government Website create a listing of Tribal Member owned businesses.
 - ✓ Celebrate the successes of Tribal Member owned businesses.
 - ✓ Seek Federal, State, Local and Non-Profit funding to assist Tribal Members start their own businesses.

- 2. Increase Tribal Member knowledge of business and financial planning.**

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- ✓ Work with local universities, community colleges, private colleges, local school districts, regional workforce development providers and non-profit agencies to provide business and financial planning on the reservation.
- ✓ Host business and financial planning expos to assist Tribal Members in starting their own businesses.
- ✓ Create an Economic Development division that can serve as a clearinghouse for the development of Tribal Member owned businesses.
- ✓ Develop and outreach program to increase Tribal Member knowledge of business and financial planning.
- ✓ Seek Federal, State, Local and Non-Profit funding to increase Tribal Member knowledge of business and financial planning.

3. Increase Tribal Member access to financial resources.

- ✓ Create a Tribal Owned Bank.
- ✓ Create a loan program for Tribal Members to start their own businesses on the reservation.
- ✓ Develop outreach programs and workshops to train Tribal Members on how to access financial resources to start their own businesses.
- ✓ Create an Economic Development division that can serve as a clearinghouse for information and programs to assist Tribal Members start their own businesses.
- ✓ Seek Federal, State, Local and Non-Profit funding to increase Tribal Member access to financial resources.

GOAL 7.3: Promote Tribal Member Owned Businesses.

POLICIES:

1. Actively engage in public outreach efforts to promote Tribal Member owned businesses.

- ✓ Hire a Public Relations and Community Outreach coordinator.
- ✓ Regularly produce materials containing information about Tribal Member owned businesses.
- ✓ Create a website to provide information about Tribal Member owned businesses on the World Wide Web.
- ✓ Create promotional materials to distribute information about Tribal Member owned businesses.
- ✓ Regularly conduct surveys of customers to Tribal Member owned businesses.

2. Develop and maintain a registry of all Tribal Member owned businesses.

- ✓ Conduct outreach to Tribal Member businesses.
- ✓ Use official data from Tribal Government to create a Tribal Member businesses registry.
- ✓ Create an application for Tribal Member owned businesses to be listed on a registry.
- ✓ Budget and dedicate sufficient funding to develop and maintain a Tribal Member owned business registry.
- ✓ Seek Federal, State, Local and Non-Profit funding to develop and maintain a Tribal Member owned business registry.

3. Create a “Buy Pyramid Lake” program.

- ✓ Hire a Public Relations and Community Outreach coordinator to run a “Buy Pyramid Lake” program.
- ✓ Develop and maintain a registry of all Tribal Member owned businesses.
- ✓ Develop a marketing program to promote a “Buy Pyramid Lake” program.
- ✓ Maintain an accurate listing of contact information for Tribal Member owned businesses.
- ✓ Seek Federal, State, Local and Non-Profit funding to run a “Buy Pyramid Lake” program.

GOAL 7.4: Create a Non-Profit Corporation to Support Tribal Entrepreneurship

POLICIES:

1. Establish a separate non-profit corporation to support Tribal Entrepreneurship

- ✓ Hire experts or to develop a Federally recognized non-profit corporation to support Tribal Entrepreneurship.

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- ✓ Create a set of bylaws for the non-profit corporation to support Tribal Entrepreneurship.
- ✓ Establish a qualified Board of Directors to provide leadership of the non-profit corporation to support Tribal Entrepreneurship.
- ✓ Hire qualified staff to run the non-profit corporation to support Tribal Entrepreneurship.
- ✓ Seek Federal, State, Local and Non-Profit funding to create and maintain a non-profit corporation to support Tribal Entrepreneurship.

2. Create a business start up loan program within the non-profit corporation to support Tribal Entrepreneurship

- ✓ Conduct outreach with Tribal Members to promote a business start up loan program.
- ✓ Research similar start up business programs around the country.
- ✓ Ensure the business start up loan program is consistent with all applicable Tribal, Federal, State and Local laws.
- ✓ Create a set of program requirements that can be met by participants.
- ✓ Seek Federal, State, Local and Non-Profit funding to create and maintain a business start up program within the non-profit corporation to support Tribal Entrepreneurship.

3. Develop partnerships with other similar Non-Profit corporations to support Tribal Entrepreneurship

- ✓ Join non-profit organizations that promote Tribal Economic Development and Tribal Entrepreneurship.
- ✓ Attend trade shows and network with other similar Non-Profit corporations.
- ✓ Perform background checks and other due diligence procedures before entering into any agreements with other similar organizations.
- ✓ Perform outreach to Tribal Members to inform them of partnerships with other similar organizations.
- ✓ Seek Federal, State, Local and Non-Profit funding to develop partnerships with other similar Non-Profit corporations to support Tribal Entrepreneurship.

GOAL 7.5: Create a Tribal Member Owned Business Stakeholders Group

POLICIES:

1. Conduct annual surveys to gauge the needs of the Tribal Member owned businesses.

- ✓ Hire a Public Relations and Community Outreach coordinator to conduct annual surveys.
- ✓ Perform outreach to Tribal Members owned businesses to solicit participation in annual surveys.
- ✓ Perform outreach to customers and visitors to solicit participation in annual surveys.
- ✓ Research the latest and most effective trends in survey management and incorporate them in the annual surveys
- ✓ Seek Federal, State, Local and Non-Profit funding to conduct annual Tribal Member owned business surveys.

2. Hold regular meetings of the Tribal Member Business Stakeholders Group

- ✓ Hire a Public Relations and Community Outreach coordinator to set up meetings of the stakeholders group.
- ✓ Perform outreach to Tribal Members to solicit participation in regular meetings of the stakeholders group.
- ✓ Have all meetings of the stakeholders group be open to the public.
- ✓ Hold meetings of the stakeholders group every quarter.
- ✓ Seek Federal, State, Local and Non-Profit funding to hold regular meetings of the stakeholders group.

3. Use recommendations of Tribal Member Business Stakeholders Group in the Tribal Government

- ✓ Hire a Public Relations and Community Outreach coordinator to track the recommendations of the stakeholders group.
- ✓ Provide the Tribal Council regular updates on the recommendations of the stakeholders group.
- ✓ Provide Tribal Program directors regular updates on the recommendations of the stakeholders group.
- ✓ Publish an annual report of the recommendations of the business stakeholders group.
- ✓ Seek Federal, State, Local and Non-Profit funding to implement the recommendations of the stakeholders group.