



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2021-26



Economic **Growth** Strategies

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Karuk Tribal Council

- Russell Attebery, Chairman
- Robert Super, Vice Chairman
- Michael Thom, Secretary-Treasurer
- Elizabeth Bentley, Member-at-Large
- Renee Stauffer, Member-at-Large
- Paula McCarthy, Member-at-Large
- Arch Super, Member-at-Large
- Aaron “Troy” Hockaday, Member-at-Large
- Kristen King, Member-at-Large

Karuk Tribal Staff

- Josh Saxon, CEO
- Laura Mayton, CFO
- Barbara Snider, Executive Secretary
- Darrel Aubrey, Director of Self Governance
- Erin Hillman, Director of Operations
- Jaclyn Owensby, Special Projects Manager
- Vickie Simmons, Human Resources Director
- Dion Wood, TERO/ Child Care Director
- Emma Lee Perez, Contract Compliance Specialist
- Rondi Johnson, Health CEO

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ABBREVIATIONS

ACS	American Community Survey (Census)
AI&AN	American Indian & Alaska Native
BIA	U.S. Bureau of Indian Affairs
BLS	U.S. Bureau of Labor Statistics
CEDS	Comprehensive Economic Development Strategy
EDA	U.S. Economic Development Administration
EDD	Economic Development District
KCDC	Karuk Community Development Corporation
KTL	Karuk Trust Lands
QOZ	Qualified Opportunity Zone

INTRODUCTION



“This CEDS includes background information and demographics about the Karuk Tribe, regional challenges and opportunities, community participation, and future economic direction with an action plan”.

A Comprehensive Economic Development Strategy (CEDS) is a planning tool created by the U.S. Economic Development Administration (EDA) to facilitate regional economic development and make regions and Tribes eligible for EDA funding opportunities. The development of a CEDS establishes an actionable plan for economic growth and ensures the Karuk Tribe (the Tribe) will be competitive when applying for EDA funding. Funding through the EDA can include planning, infrastructure projects, and programs to promote economic development for the Tribe.

This CEDS includes background information and demographics about the Karuk Tribe, regional challenges and opportunities, community participation, and future economic direction with an action plan. This 2021 CEDS is a new document that will guide the Karuk Tribe’s economic direction for the next five years. The priority goals of the Tribe over the next five years are notable advancements in workforce development, hospitality, tourism, broadband, and entrepreneurship. The Karuk Tribe also incorporates smart growth and resilience principles in its

economic development goals to promote sustainable and resilient development and communities.

The CEDS Process

The CEDS process encourages regional partnerships and economic growth. A comprehensive approach to economic development includes creating jobs, fostering stable and diverse communities, and enhancing the quality of life for residents. A CEDS plan aims to assist the Tribe in establishing regional priorities for both projects and investments and is often required for federal funding.

The purpose of this document is to update the 2012 CEDS, which updated the 2009 CEDS. The 2009 CEDS updated the 2002 CEDS. With these considerations and history, it is prudent to consider the findings and recommendations of the previous CEDS. Both the 2012 and 2009 CEDS contain the following observations:

- Traditional (conventional) economic development models will not apply effectively in the mid-Klamath River region; that is, economic growth is achieved when community, economic, and workforce development coincide and in a coordinated fashion.
- The people of the region are “highly motivated” and “have sufficient desire” to adopt and implement a successful community, economic, and workforce development strategy.
- The Karuk Tribe and KCDC serve critically important roles as essentially the only democratically governed local entities with the necessary organizational capacity to lead and/or coordinate community, economic, and workforce development initiatives for the benefit of all those living in the region.
- Successful and sustainable development requires a long-term commitment of resources, the patience to persist and progress using an incremental (“building-block”) approach, consistent leadership, and high levels of collaboration throughout the region.
- The Tribe’s current organizational infrastructure and human resource commitments are inadequate to achieve new community, economic, and workforce development goals or sustain initially successful projects.
- Despite the decline of the timber industry, the National Forests will continue to play a significant role in creating new business ownership and employment opportunities within the mid-Klamath River region, e.g., in land stewardship and natural resource management, recreation and tourism, and related retail, service, and small manufacturing industries.

SUMMARY

BACKGROUND

Karuk Tribal Lands

The tribal history and background was thoroughly researched by Megan Rocha and Suzanne Burrell as part of the 2012 CEDS, and it is summarized in the following sections.

From time immemorial, Karuk people have lived in northern California's mid-Klamath River region, thriving for thousands of years with a subsistence economy supported by rich natural endowments and a strong culture-based commitment to land stewardship. The Karuk-arara, or "Upriver People," made their homes in more than one hundred villages along the upper Klamath River in the heavily forested, mountainous regions of northwestern California now known as Siskiyou and Humboldt Counties. The Karuk Aboriginal Territory encompasses 1.2 million acres (1,639 square miles) of land traversed by the Klamath, Salmon, Scott Rivers, and many streams and tributaries. In 1905, under the authority of the 1891 Forest Reserve Act, President Theodore Roosevelt set aside the Klamath Forest Reserve, thereby claiming 1.04-million-acres of Karuk Aboriginal Territory as

public land. This action effectively left the Tribe without recognized title to its aboriginal land, including 117 recognized villages and associated hunting, gathering, and fishing areas along the middle portion of the Klamath River. Many of the Tribe's traditional villages were homesteaded or claimed for mining, and many subsequently obtained recognized titles to the land.

In 1851 the U.S. government negotiated a treaty with the Karuk Tribe; however, on July 8, 1852, due to pressure from the Governor of California, Congress refused to ratify many treaties with tribes in what had recently become the State of California. As a result, 18 California tribes, including the Karuk, who had agreed to treaty terms in good faith, were left without any protections, land, or rights they reserved in their treaties.

In subsequent years, approximately 63 members of the Tribe were allotted an average of 11 acres through the General Allotment Act of 1887, which is also known as the Dawes Act. According to the American Indian Relief Council,

“Friends” (*emphasis in original*) of American Indians believed the Dawes Act and other assimilationist practices were an alternative to the extinction of Indian people. The Indian Land Tenure Foundation claims the Dawes Act is “*the single most devastating federal policy.*”

Since the treaty with the Tribe was not ratified by Congress, a reservation was not provided to the Karuk. In 1977, the Tribe began purchasing property to benefit tribal members, starting with 6.6 acres in the Orleans community and 10.65 acres in Happy Camp. The Happy Camp property was designated a “Proclaimed Reservation” in 1989. The Tribe has worked hard to accumulate more trust land over the years. Presently, the Tribe owns 914 acres of trust land and 822 acres of fee-simple land. These acres are held mainly within the communities of Orleans, Happy Camp, and Yreka. In the Karuk language, the three main population centers are named Panámniik for Orleans, Athithúfvuunupma for Happy Camp, and Kahtishraam for Yreka.

Presently, 97% of the Karuk Tribe’s Aboriginal Territory—more than a million acres of land—is held in public trust as national forest land, including Klamath, Six Rivers, and Siskiyou National Forests. Less than 2% of the Aboriginal Territories is privately owned, and only .12% is Karuk Tribal land (trust and fee status combined).

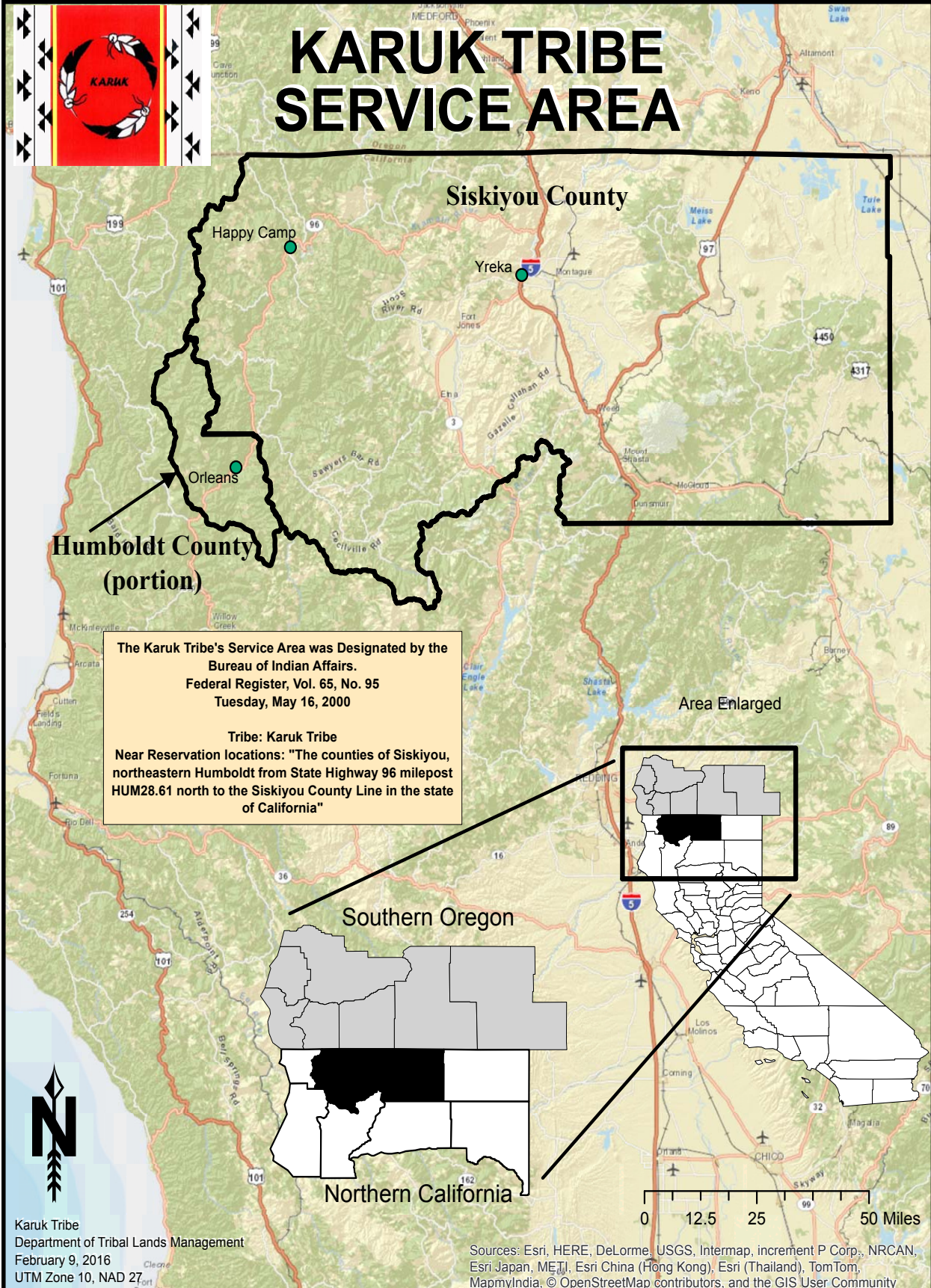
Opportunity Zone Federal Designation

The communities of Orleans, Happy Camp, and Yreka fall within Qualified Opportunity Zones (QOZs). QOZs were created due to the Tax Cuts and Jobs Act (passed in late 2017). QOZs are economically distressed communities designated by states and territories and certified by the U.S. Treasury Department, in which certain types of investments may be eligible for preferential tax treatment. The tax incentive is designed to spur economic development and job creation in distressed communities by providing these tax benefits to investors.

Tribal Government

The Karuk Tribe is a federally recognized tribe, which is recognized as a sovereign government. In June of 1978, the U.S. Secretary of the Interior instructed the Tribe to consolidate the three existing councils into a unified government in Orleans, Happy Camp, and Yreka. As a result, Orleans, Happy Camp, and Yreka have become the three Council Districts. Council meetings rotate between these locations.

The Karuk tribe has government-to-government relations with local, state, and federal entities as a formal government. It uses this relationship through the office of self-governance to protect



its natural resources and to develop itself economically. Self-governance is a fundamental right that the Tribe practices due to legislation passed on October 25, 1994.

Historical Economic Challenges

The Karuk’s Ancestral Territory has endured substantial economic hardships over the last three decades. Due to changes in federal environmental regulations in the early 1990s, the Klamath National Forest’s annual timber sale volume declined from a 1990-1994 yearly average of 66 million board feet to five million board feet in 2000 (Forest Community Research, 2002). As a result of this 92% reduction in timber availability, Stone Forest Industries (the largest of five sawmills in the area) closed in October 1994; within a few years, Tribal unemployment in the Ancestral Territory soared to 76% (Bureau of Indian Affairs, 1999); and the National Association of Counties identified Happy Camp as one of the ten most economically endangered communities in the United States. Suddenly the mid-Klamath River region was transformed from a land of opportunity—where for generations, high school graduates had followed their fathers and grandfathers into the woods and sawmills

to make a good living—to an “economically distressed” area where the loss of timber-related jobs had a cascading impact on economic and social conditions.

Current Social and Economic Conditions

According to the U.S. Census Bureau, California has the highest number of Native Americans (757,628). However, Native Americans comprise only 1.94% of California’s total population. The Karuk Tribe is the second largest Tribe in California, with 3,759 Enrolled Tribal Members and 4,909 Enrolled Descendants. More detailed elements of the Tribe and the villages and counties encompassing its Service Area are set forth on the following pages.

One of the limitations of this CEDS is that the latest American Indian Population and Labor Force Report from the U.S. Department of the Interior Bureau of Indian Affairs (BIA) is from 2013. Because this data is eight years old, the Tribe does not believe it would be of any value compiling this CEDS.

Population Characteristics

Table 1: 2019 Population Characteristics

	Karuk Trust Lands	Orleans	Happy Camp	Yreka	Siskiyou County	Humboldt County
Total population	554	598	904	7,562	43,468	135,558
Male	45%	52%	47%	45%	50%	49%
Female	55%	48%	53%	55%	50%	51%
Under 5 years	58	60	61	605	2,327	6,806
5 to 9 years	66	92	56	628	2,894	7,388
10 to 14 years	48	40	21	484	2,129	7,661
15 to 19 years	43	8	38	340	2,399	9,172
20 to 24 years	35	6	40	386	2,037	11,433
25 to 34 years	70	126	116	1,217	4,437	18,419
35 to 44 years	30	24	49	945	4,339	17,407
45 to 54 years	70	38	123	597	4,866	14,948
55 to 59 years	41	51	80	446	3,632	7,550
60 to 64 years	25	73	124	401	3,676	9,748
65 to 74 years	42	75	137	960	6,725	15,643
75 to 84 years	21	4	37	423	3,023	6,203
85 years and over	5	1	22	129	984	3,180
Median age (years)	29.1	30.9	51.4	36.5	47.8	38.4
18 years and over	349	200	749	397	34,642	109,943
65 years and over	68	80	196	1,512	10,732	25,026
One race	439	540	746	6,594	40,661	124,840
White	439	540	746	6,594	40,661	124,840
American Indian and AK native	350	321	216	114	3,510	7,073
% AI&AN	63%	54%	24%	2%	8%	5%
Two or more races	115	58	158	968	2,807	10,718
%2+ races	21%	10%	17%	13%	6%	8%

Source: U.S. Census Bureau 2019 ACS

- Assuming that 100% of the 349 individuals living on the Karuk Trust Land (KTL) that identify as AI&AN are also Enrolled Members of the Tribe, only 9% of the Enrolled Members currently live there. When adding the 115

individuals who identify as two or more races (assuming AN&AI may be one of these races), the percentage of Enrolled Members currently living on the KTL increases to 12%.

- Within the Karuk Trust Lands and Orleans, persons identifying as AI&AN comprise a majority of the population. Many of the persons identifying as such are likely Enrolled Members of the Tribe or descendants.
- Assuming that AI&AN may be one of the two or more races individuals chose, AI&AN accounts for 84% of those living on KTL and 64% of Orleans residents.
- The AI&AN population in Happy Camp may be as high as 41% when accounting for those identifying as two or more races. Within Yreka and the entirety of Humboldt and Siskiyou Counties, AI&ANs are a minority. In fact, within the totality of Humboldt and Siskiyou Counties, the AI&AN percentage is 5%

and 8%, respectively.

- The median ages of majority AI&AN in KTL and Orleans are 29.1 and 30.9, respectfully. Of the six areas evaluated in Table 1, KTL and Orleans are the only areas where the over-65-years population is less than 20%. Higher percentages of older residents often have lower labor force participation rates, challenging when implementing economic development/job creation initiatives.
- With only 5.4% of the population under five years, Siskiyou County appears to have fewer adults of child-bearing age, which may be due to the limited postsecondary education and employment opportunities for young adults.

Employment Status

Table 2: Employment Status

	Karuk Trust Lands	Siskiyou County	Humboldt County
Population 16 years and over	361	35,786	113,328
In labor force	56.5%	50.90%	57.40%
Civilian labor force	56.5%	50.90%	57.40%
Employed	47.4%	46.20%	53.80%
Unemployed	9.1%	4.60%	3.60%
Armed forces	0.0%	0.10%	0.0%
Not in labor force	43.5%	49.10%	42.60%
Civilian labor force	204	18,199	65,041
Unemployment Rate	16.2%	8.10%	6.30%

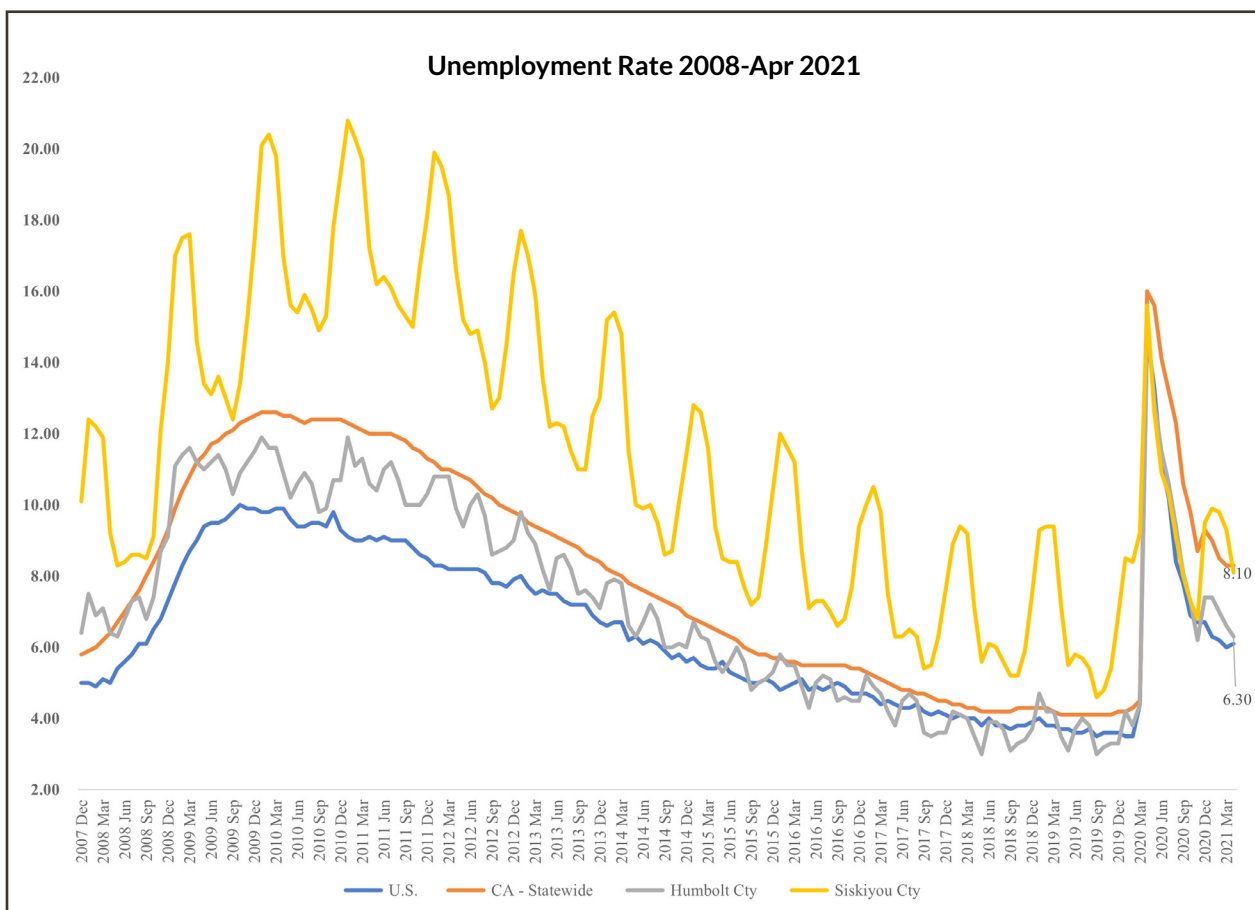
Source: U.S. Census American Community Survey 2019 and U.S. Bureau of Labor Statistics

- Granular data on Employment Status was not available for the specific communities of Orleans, Happy Camp, and Yreka; however, the information for the KTL, where information presented in Table 1, suggests that as many of 84% (AI&AN + 2 or more races) of the residents may be members of the Tribe.
- Labor Force participation, which is a crucial driver of the potential for economic growth, is higher on the KTL

than Siskiyou County as a whole and only slightly lower than Humboldt County. All measures are lower than the U.S. and California Labor Force Participation Rates of 61.6% and 62.1%, respectively, as of May 2021.¹

- Substantially higher unemployment rates were observed in the KTL, which was 2.6x greater than Humboldt County and 1.8x higher than Siskiyou County.

1 U.S. Bureau of Labor Statistics



Source: U.S. Bureau of Labor Statistics - U.S. and California data | California Employment Development Department - County-level data. KTL data is from the U.S. Census 2019 ACS and the 2012 CEDS

- Chart 1 sets forth the historical unemployment rates for the U.S. as a whole, California, and Humbolt and Siskiyou Counties from the start of 2008 until April 2021. The rates are not seasonally adjusted, which is the rationale for the variances in unemployment rates for Siskiyou County, which has a lower population.
- The unemployment rates in the KTL while significantly improved from the 50% levels in the prior CEDS; however, the latest information indicated an unemployment rate of 16.2%, which is near the current unemployment levels realized in Chart 1 during the peak of the COVID-19 pandemic.

Income & Poverty

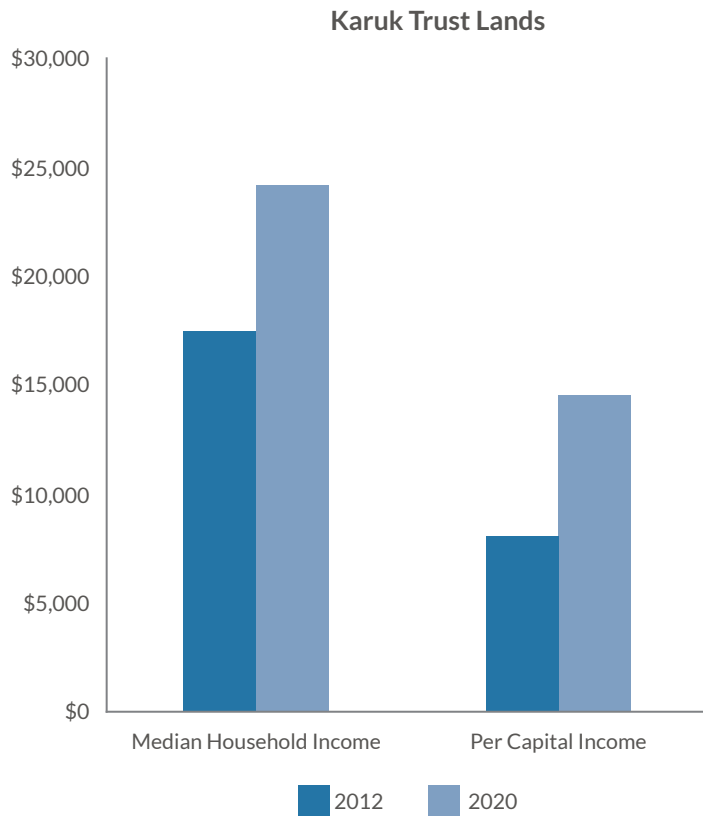
Table 3: 2019 Income and Poverty

	Karuk Trust Lands	Happy Camp	Yreka	Siskiyou County	Humboldt County
Median Household Income	\$24,167	\$35,224	\$42,483	\$45,241	\$51,662
Per Capita Income	\$14,553	\$22,279	\$25,891	\$28,615	\$32,537
Poverty-All Families	42.70%	22.60%	17.20%	12.50%	13.20%
Poverty- All People	43.90%	30.90%	22.10%	19.80%	19.60%
Poverty- Persons <18	61.90%	37.40%	29.50%	24.40%	19.50%

Source: U.S. Census Bureau 2019 ACS

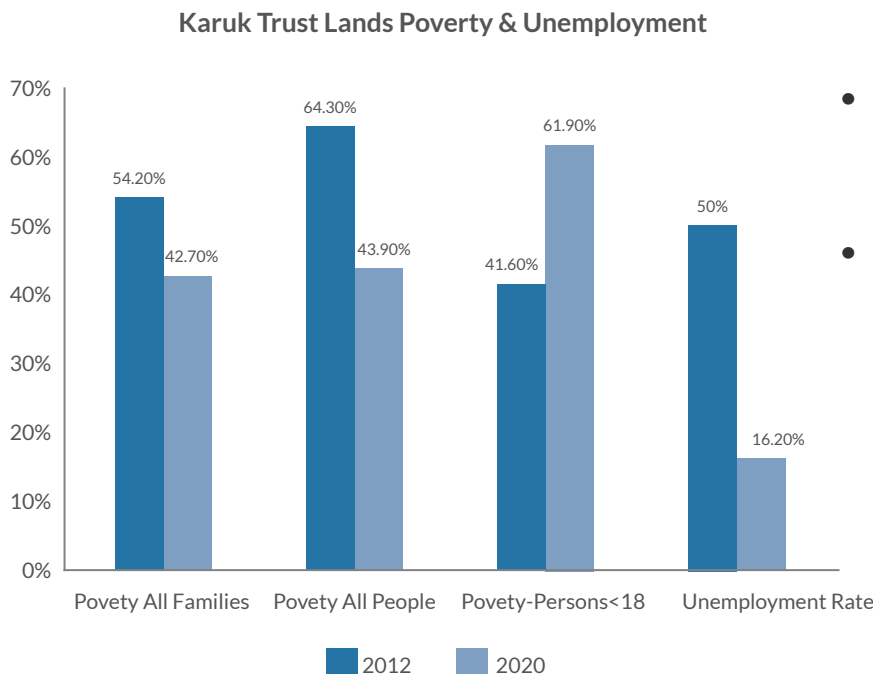
- Compared to the same information used to compile the 2012 CEDS, Median Household Income has grown, and poverty rates have decreased for all five of the areas measured in Table 3.
- It should be noted that these measures are taken before the impacts of COVID-19.

Chart 2: Changes in Income - Karuk Trust Lands 2012 to 2019



- Some of the most encouraging changes in the KTL since the 2012 CEDS are the respective 38% and 80% increases in Median Household Income and Per Capita Income.

Chart 3: Changes in Poverty and Unemployment Karuk Trust Lands



- Notable declines in poverty were noted since the last CEDS was compiled.
- There was an increase in poverty rates for those under 18.
- Key drivers of the broader measures of improvement in the poverty rates were the significant reduction in the unemployment rate from 50% to 16.2%

Employment & Industry

Table 4: Employment by Industry

	Karuk Trust Lands	Siskiyou County	Humboldt County
Civilian employed population 16 years and over	171	16,544	60,945
Agriculture, forestry, fishing and hunting & mining	1.8%	10.70%	4.80%
Construction	2.9%	6.20%	7.90%
Manufacturing	7.0%	5.50%	5.60%
Wholesale trade	0.0%	1.50%	2.0%
Retail trade	4.1%	12.10%	10.90%
Transportation and warehousing, and utilities	4.7%	3.90%	4.80%
Information	0.0%	1.30%	1.50%
Fin. and ins., and realestate & rental, & leasing	5.3%	3.30%	4.30%
Professional, scientific, and management	2.9%	6.60%	10.30%
Edu. services, and health care and social assistance	19.3%	25.30%	25.50%
Arts, entertainment, recreation, and accommodation and food services	24.0%	9.80%	9.30%
Other services, except public administration	1.8%	5.40%	5.70%
Public administration	26.3%	8.20%	7.40%

Source: U.S. Census Bureau

- Based on the latest industry data, 26.3% of the individuals living on the KTL are employed in Public Administration, making this industry segment the top employer. Public Administration includes working for the Tribal government. When the 2012 CEDS were compiled, 18% of individuals living on KTL worked in Public Administration.
- The second-highest industry employing residents of the KTL (24%) is Arts, entertainment, recreation and accommodation, and food services, including casinos. The previous CEDS indicated that only 8% of KTL residents were employed in this industry, comparable to the percentages of Humboldt and Siskiyou Counties residents.
- 19.3% of KTL residents are employed in the Educational and Healthcare and Social Assistance industry, which includes those working in education (schools, colleges, universities, etc.) as well as those providing social services (daycare would be an example), as well

as healthcare. The KTL percentage is lower than Humboldt and Siskiyou Counties. It is not uncommon for school and hospital districts to be among the top employers in rural counties.

- It is noted that no KTL residents are employed in the Information industry. According to the BLS, the main components of this sector are the publishing industries, including software publishing, and both traditional publishing and publishing exclusively on the Internet; the motion picture and sound recording industries; the broadcasting industries, including conventional broadcasting and those
- broadcasting solely over the Internet; the telecommunications industries; Web search portals, data processing industries, and the information services industries.
- There was a noticeable reduction in the percentage of KTL residents employed in the Construction industry (9% to 2.9%) since the last CEDS was compiled.
- It is encouraging that the percentage of KTL residents employed in Manufacturing has increased from 4% to 7% since the last CEDS was compiled. The most recent level exceeds those of Humboldt and Siskiyou Counties.

Housing Characteristics

Table 5: 2019 Housing Characteristics

	Karuk Trust Lands	Happy Camp	Yreka	Siskiyou County	Humboldt County
Vacant housing units	18.00%	30.80%	7.10%	20.20%	13.30%
Median Rent	\$539	\$650	\$809	\$856	\$981
Cost of housing for owner-occupied units:					
Less than \$100,000	22.30%	36.60%	20.70%	16.50%	9.00%
\$100,000 – \$199,999	50%	41.20%	53.60%	33.80%	9.00%
\$200,000 – \$299,999	0.00%	15.30%	14.90%	23.60%	28.60%
\$300,000 – \$499,999	11.10%	4.30%	8.90%	18.30%	36.70%
\$500,000 – \$999,999	16.70%	2.60%	1.40%	6.70%	14.50%
\$1,000,000 or more	0.00%	0%	0.60%	1.10%	2.10%

Source: U.S. Census Bureau 2019 ACS

- At only 58.3%, significantly fewer families residing in the KTL live in owner-occupied housing than other families in Happy Camp (65.0%), Siskiyou County (67.2%), the state (54.8%), and the nation (64.0%). According to the latest data, there are only 18 owner-occupied housing units within the KTL.
- Happy Camp’s housing vacancy rate (30.8%) is more than 1.5x that of Siskiyou County (20.2%), almost 4x that of California (8.0%), and more than twice as high as the nation’s vacancy rate (12.1%). However, since 17% of occupied Tribal homes have significant deficiencies or are dilapidated, substandard conditions may be essential factors in Happy Camp’s high housing vacancy rate.
- The median value of homes in Happy Camp (\$153,500) is only 77% of the median value of homes in Siskiyou County (\$198,900)—and compares even less favorably to the state and nation as a whole.
- The median rent for units within the KTL is significantly lower than the comparable noted in Table 5. The lower rent may also be a factor in the significantly improved poverty rates for KTL residents.

Educational Characteristics

Table 6: 2019 Educational Characteristics

	Karuk Trust Lands	Happy Camp		Yreka		Siskiyou County	Humboldt County
		Total Population	AI & AN	Total Population	AI & AN		
Persons over 25 years of age							
Less than a high school diploma	21.05%	18.30%	28%	11.90%	15%	9.80%	9.60%
High school diploma or GED	22.37%	35.80%	45%	22.40%	7%	25.50%	22.20%
Some college or AA/AS degree	39.47%	31.5%	25%	31.10%	69%	41.6%	37.9%
BA/BS or higher	17.11%	14.5%	2%	34.60%	8%	23.1%	30.40%

Source: U.S. Census Bureau 2019 ACS

Based on the latest data available, a higher percentage of those living in KTL and AI&AN living in Happy Camp and Yreka have less than a high school diploma or equivalent than the total populations. The rates of KTL residents and AI&AN without a high school diploma or equivalent are substantially higher when measured against the counties.

- Happy Camp’s four-year college completion rate (9.1%) is less than half the state (21.2%) and national rates (19.8%), and less than two-thirds of Siskiyou County’s rate (15.3%).
- Notably, 69% of AI&AN living in Yreka have some college or an AA/AS degree, but this metric decreases to 8% for those having a BA/BS or higher.
- In the 2012 CEDS, it was noted that 18.6% of American Indians living in Happy Camp had a BA/BS or higher. The 2012 CEDS further stated: “The higher concentration of college graduates in Happy Camp likely derives from the qualifications required for professional positions in the Karuk Tribe’s Headquarters Offices, as well as direct services programs that are centralized in Happy Camp.” The Census data reviewed listed 158 individuals with a race of AI&AN alone and that only three had attained a bachelor’s degree or higher, resulting in 2%. If we add the 35 individuals claiming “two or more races” with a bachelor’s degree or higher to the AI&AN, this metric increases to 22.2%.

The preceding background report provides a point-in-time picture of the economic conditions of the Karuk Tribal region. The data and observations are designed to help inform the planning process and contribute to the additional economic research in subsequent phases. Consequently, these economic conditions report meets the CEDS requirements under 13 CFR § 303.7(b)(1)(i).

Economic Development Analysis

Infrastructure Capacity

Infrastructure is a critical necessity for community and economic development activities. For rural areas such as the Karuk Tribal area, crucial essential infrastructure areas impact both economic growth and resilience. This section discusses the infrastructure capacity, which informs the necessity for EDA and other investments in the tribal region. The Long-Range Transportation Plan (LTRP) and the Climate Adaptation Plan (ADP) serve as the foundation elements of this analysis. As noted in the ADP, the overall impact to the Karuk Tribe is the inability of Tribal staff and residents to access jobs and emergency access and communications. Consequently, infrastructure plays a vital role in the Tribe’s daily life.

Road System

There are approximately 210 miles of roads in the Tribal Transportation Program (TTP) inventory, inclusive of 68 routes and 183 sections. Most of the roads fall into Class 1, 2, and 3 categories, including major and minor arterial roads and local roads that serve the communities. A majority of the inventory shows that most are class 2 roads, which provide inter-county or interstate travel. Most of the roads are owned by federal, state, and county jurisdictions. The three principal Karuk communities of Orleans, Happy Camp, and Yreka span 120 miles of roads along State Routes 96 and 263.

Electrical Infrastructure

Pacific Power in Happy Camp provides electricity and electrical infrastructure, and PG&E provides services in Somes Bar and Orleans. There are areas along with the Service Area that is not connected to the electrical grid and rely on self-generation, micro-hydro systems or go without electricity. Electrical outages for those with service occur regularly, resulting from storms, landslides, fires, and routine maintenance.

Water Infrastructure

Municipal water systems are located in Happy Camp and Orleans, and tribal facilities are served in the City of Yreka. Potable and non-potable water sources

are used for drinking water, gardens and orchards, and fire suppression. Several smaller water systems and water associations serve smaller clusters of households. 15-20% of tribal households along the river rely on their own supply from creeks, particularly in the area of Somes Bar. Most of this water is untreated. Local water systems are stressed during fire events as the capacity in storage facilities is quickly impacted. Orleans, for example, has a 100,000-gallon storage tank, and the community at times can draw down 200,000 gallons per day, leaving an inadequate reserve for emergency needs. Planned expansions include an upgrade to a 300,000-gallon storage tank. Upgrades to steel tanks, bypass options for fire suppression, and undergrounding of supply lines have been identified as additional improvements.

Broadband & Communications Infrastructure

Broadband and communication infrastructure continues to be an area of challenge and opportunity for the Karuk Tribe. The creation and funding of the Klamath River Rural Broadband Initiative deliver broadband services into tribal areas that lacked consistent communication options. Recent awards of funding by the Public Utilities Commission will fund expansions to smaller rural areas and provide for redundancy services for the Tribe and Humboldt County. Many smaller

communities lack stable communication systems, and consequently, broadband infrastructure remains a high priority for action planning and funding.

Economic Development Capacity

Economic development is achieved through internal and external entities working collaboratively to address vision, goals, and implementation actions. These entities often have focused roles in their activities but play a more significant role in economic development success. For example, education and training may focus on the youth in the community, but they also are a crucial part of preparing the future workforce.

This section provides insight into the internal and external economic development capacity for the Karuk Tribal area.

Internal Capacity

The Karuk Tribe has several departments that play vital roles in the community, social and economic development. The departments and associated tribal controlled entities are listed along with their mission statements where applicable.

- The mission of the **Karuk Community Development Corporation** is to utilize a nation-building approach to establish

and maintain diversified revenue streams for the betterment of our Tribal and non-Tribal communities. KCDC is currently being incorporated into the mainline tribal operations resulting in the programs being absorbed into other units within the tribal government. The formative structure of the KCDC will remain in place for future use in implementing economic development activities.

- The **Karuk Tribe Housing Authority** offers Low Income and Elder Rental Units in Yreka, Happy Camp, and Orleans to income-eligible Tribal individuals and families. KTHA also provides the following assistance to income-eligible Karuk Tribal Members residing in the KTHA Service Area (Siskiyou and Humboldt Counties): First-Time Homebuyer Loans, Down Payment Assistance Grants, Mortgage Relief Grants, Student Rent Vouchers, Elder Rent Vouchers, and Temporary Rent Vouchers, Home Replacement Grants, Home Rehabilitation & Weatherization Grants, and Loans, and Home Improvement Loans.
- The mission of the **Karuk Tribal Health and Human Services Program** is to provide quality health care for Native Americans and other people living in the communities we serve as resources allow. Our purpose is to appropriately assess or reassess illness,

disease, or pain conditions and provide culturally appropriate educational, preventative, and therapeutic services in an environment of continuous quality improvement. The health and human services program serves tribal members with facilities in Happy Camp, Orleans, and Yreka.

- The Mission of the **Karuk Department of Natural Resources** is to protect, enhance and restore the cultural/natural resources and ecological processes upon which Karuk people depend. Natural Resources staff ensure that the integrity of natural ecosystem processes and traditional values are incorporated into resource management strategies. The Natural Resources Department recently completed a Climate Adaptation Plan that outlines the Tribe's strategy for protecting and enhancing the vital natural resources within tribal areas.
- The mission of the **Karuk Tribe Department of Transportation** is to provide safe, reliable transportation facilities for all users. The Karuk DOT recently completed the Long Range Transportation Plan (2020), which identifies critical infrastructure needs within tribal areas.

Recent fires have caused the loss of life and property in the Karuk tribal area, and recovery and restoration efforts continue. Combined with the global pandemic and

the resulting federal investments, the Tribe continues to recruit to build total workforce capacity. In the interim, internal capacity will be balanced and deployed based on urgent and emergency activities.

External Capacity

The Karuk tribal area spans two counties, Siskiyou and Humboldt. While most of the tribal lands are within Siskiyou County, the community of Orleans and smaller enclaves of tribal populations are in Humboldt.

Superior California Economic Development

The Superior California Economic Development District (SCEDD) serves Modoc, Shasta, Siskiyou, and Trinity Counties. Established in 1979, SCEDD facilitates business and job growth in the region by providing access to commercial real estate loans, refinancing business loans, and economic development planning. SCEDD leverages public and private funds to grow the regional economy and respond to local community capacity needs. SCEDD recently completed a 5 Year Comprehensive Economic Development Strategy for the 4-county region, requiring their designation as an Economic Development District. In this role, they can help support economic development activities and projects in the tribal area. SCEDD is governed by a Board of Directors, which has several Siskiyou County representatives on the Board.

Siskiyou County Economic Development Corporation

The Siskiyou County Economic Development Corporation (Siskiyou EDC) was established in 1985 to facilitate business growth and promote community prosperity. Siskiyou EDC operates the Small Business Development Center, which provided a key role in communicating and assisting small businesses in the region through the pandemic, doubling the average level of business assistance programs. The EDC also operates “Discover Siskiyou,” a regional tourism improvement district that provides travel and tourism destination marketing for the cities and communities within the County. The EDC also markets the region for new business attraction, advocates for vital infrastructure improvements, and assists local communities in redeveloping “brownfield properties” within the region. The EDC is governed by a Board of Directors consisting of public and private members from throughout the County.

Humboldt County Economic Development

The Humboldt County Economic Development Department, known as GoHumCo, provides resources for the county’s economic, business, and workforce development. GoHumCo supports economic growth through business assistance and site location and operates the workforce development board for the

County. GoHumCo completed Prosperity 2018, a 5-year Comprehensive Economic Development Strategy for the region, identifying several initiatives and projects to further economic growth and prosperity.

Redwood Region Economic Development Commission

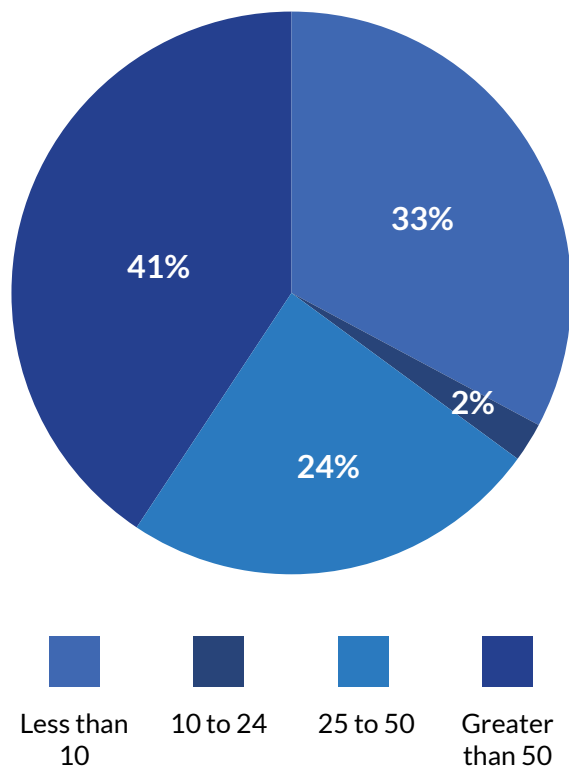
The Redwood Region Economic Development Commission (RREDC) is supported by public and private entities within the Humboldt County region whose primary focus is to provide business loans and assistance to the county’s small businesses.

Workforce Development Analysis

The economic conditions report provides statistical information on the current workforce conditions in the Karuk Service Area. This analysis looks deeper at the workforce’s activity, with a particular emphasis on the inflow and outflow of workers in the major areas of the tribal area, namely Happy Camp and Yreka. Due to the aggregation of data, specific information is not available at the tribal membership level. Consequently, the workforce patterns for the general area are presumed to resemble tribal member patterns as well. Likewise, data is not available for the Orleans area and consequently is not included in this discussion.

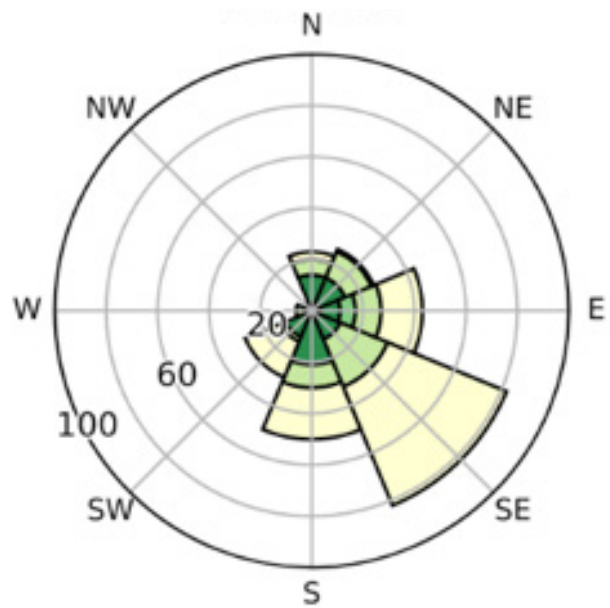
Happy Camp Inflow/Outflow Analysis

A larger share of individuals who live in Happy Camp drive more than 50 miles to work than those who live and work in the community. Those who drive more than 50 miles, as depicted in the direction chart, travel southeast, putting their place of employment in Yreka and as far south as Redding.



Happy Camp supplies 23.7% of its own workforce needs, with the remainder living outside of the area. 39% of the Happy Camp workforce commutes between 25 and 50 miles to the east, which would suggest that many people who live along State Route 96 commute into Happy Camp for work.

Job Counts by Distance/Direction in 2018 All Workers



From a wage perspective, 43% of Happy Camp residents who commute outside the community for work make \$40,000 or more. Of individuals who come into Happy Camp for work but live elsewhere, about 35% earn \$40,000 or more. The “goods-producing” or manufacturing-related activities account for 43% of the jobs to which Happy Camp residents commute.

As the primary center for Tribal administration and operations, the data would suggest Happy Camp is widely dependent on the workforce coming from Karuk Service Area. Consequently, addressing education, training, and other workforce development needs along the State Route 96 corridor.

Yreka Inflow/Outflow Analysis

Information on the workforce analysis for Yreka is based on the US Census Bureau census area and not just the city limits of the City of Yreka. Yreka supplies approximately 48% of its workforce needs and about an equal amount of residents' commute outside of the area for employment. Of those who commute outside the area, 28% travel greater than 50 miles, primarily to Redding and surrounding areas.

Workers coming into Yreka tend to have jobs in the higher income brackets, with 50% earning more than \$40,000 per year. Likewise, 36% of Yreka residents who commute to other locations make more than \$40,000 per year. The data between Happy Camp and Yreka would suggest that

some of this exchange takes place between these communities at this income level.

The location of the Rain Rock Casino in Yreka contributes to the large share of both tribal and local employment within Yreka and the surrounding area. Data shows that the unemployment rate in the Yreka area dropped from 8.8% before the opening of the Casino to a pre-pandemic unemployment rate of 5.7%. The current rate as of July 2021 is 6.5%.

Economic Resilience Exposure

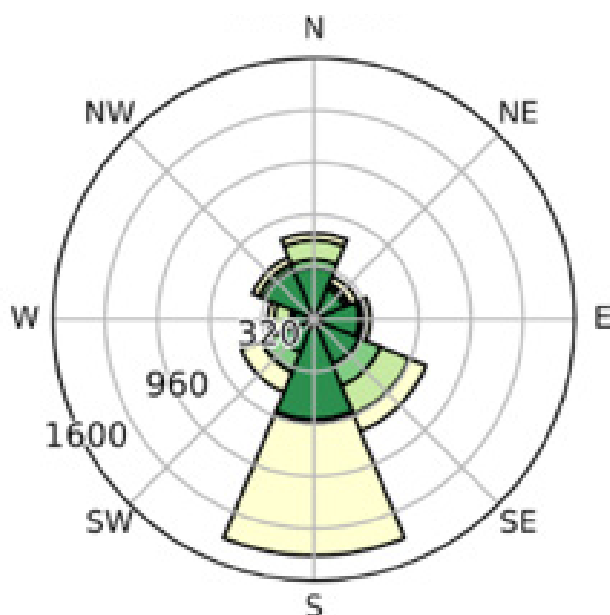
Economic Resilience Defined

The Economic Development Administration indicates that economic resilience “has become increasingly apparent that regional economic prosperity is linked to an area’s ability to prevent, withstand, and quickly recover from major disruptions (i.e., ‘shocks’) to its economic base. Many definitions of economic resilience limit its focus on the ability to quickly recover from a disruption. However, in the context of economic development, economic resilience becomes inclusive of three primary attributes:

1. The ability to recover quickly from a shock;
2. The ability to withstand a shock; and
3. The ability to avoid the shock altogether

Typically, disruptions/shocks to the economic

Job Counts by Distance/Direction in 2018 All Workers



base manifest in one of three ways:

1. *Downturns or other significant events in the national or international economy which impact demand for locally produced goods and consumer spending;*
2. *Downturns in particular industries that constitute a critical component of the region's economic activity; and/or*
3. *Other external shocks (a natural or man-made disaster, closure of a military base, exit of a major employer, the impacts of climate change, etc.)."*

The economic summary report and the SWOT analysis provide context for disruptions 1 and 2 listed above. They are typically addressed by the type of strategies that are found in the action plan. However, the 3rd area, external shocks caused by disasters and climate change, requires further focus.

Hazard Mitigation Plan

Siskiyou County adopted a Multi-Jurisdiction Hazard Mitigation Plan in 2020. The plan included all incorporated cities and major unincorporated areas with community services or another special district in which a local plan could be developed. Since the Karuk Tribal area extends throughout the Siskiyou County area, the "unincorporated county annex" information was utilized in the analysis.

It should be noted that the Happy Camp Community Services District opted out of participating in the planning process.

Hazards impacting the unincorporated areas of the County were analyzed based on probability and impact of occurrence. The higher the risk rating, the higher the probability and impact of an event occurring in the region. The following chart shows the hazard risk rating for the unincorporated area, including much of the Karuk Tribal lands.

Certainly, wildfires pose the most risk and impact to the Karuk people. The most recent Slater fire caused a significant loss of life and property to Happy Camp, the largest of the Karuk Tribe's population and the center of their cultural and governance heritage.

The Karuk Tribe has a long history of managing their aboriginal territory, using ancestral approaches to forest management that have sustained and protected the people for many generations. Global climate changes have led the Karuk Tribe to establish climate adaptation and advocate for a return to sustainable forest management to protect their heritage and future.

Climate Adaptation

In 2016, the Karuk Tribe adopted a Climate Vulnerability Assessment, which

Table 7: Hazard Vulnerabilities

Rank	Hazard Type	Risk Rating Score (Probability x Impact)
1	Wildfire	68
2	Flood	54
3	Severe Weather	51
4	Earthquake	36
5	Drought	26
6	Volcano (lave/ash fall)	18
7	Dam Failure	18
8	Landslide	16

Source: Siskiyou County Hazard Mitigation Plan

assessed the vulnerabilities from increased frequency of high severity fire. The report stated that *“(Karuk) traditional management practices prevent the build-up of fuels that could lead to catastrophic fire events as well as manage for health strands of acorn bearing oaks, forage for large ungulates and for other foods, fibers, and medicinal plants.”* In 2018, with funding from PG&E, the Tribe proposed the treatment and prescribed burns along 41 miles of PG&E distribution lines as a mitigation strategy against wildfires that power lines may spark.

These studies resulted in the Karuk Tribe establishing a Climate Adaptation Plan, which recognized that “the effects of climate change including changes in the precipitation patterns, decreased snowpack and increasing droughts, increase frequency and severity of wildfires, and disease and pest outbreaks” within the Karuk Aboriginal Territory.

Climate change for the Karuk has become a strategic opportunity and one to which the CEDS provides renewed focus.

SWOT ANALYSIS

The strengths, weaknesses, opportunities, and threats analysis, commonly referred to as a SWOT Analysis, provides an investigative look at the various elements

and influences that will affect economic growth in the future. For purposes of this analysis, the following definitions are used:

STRENGTHS	OPPORTUNITIES
<p>Internal elements of the organization and communities. These can be operational strengths as well as community locational attributes which are well positioned for economic success. The list may also include recent project “wins” or notable areas for future success.</p>	<p>External elements from which a positive change can have a favorable impact on the organization and community. They may require influence from external entities and organizations; however, they can improve internal capacities. Strategic investments can develop these into strengths.</p>
WEAKNESSES	THREATS
<p>Internal elements of the organization and communities. These can be a limitation of resources for the organization or a limitation of services or programs necessary to achieve economic success.</p>	<p>External factors that threaten the economic development success often areas not controlled locally (such as state and federal policies). Threats can also be changes in industry trends or consumer behavior.</p>

Summary

The SWOT analysis has identified several key factors that serve as the foundation for

the overall strategic plan. The summary of the analysis is followed by a description of the elements in each category and a rationale for their inclusion.

STRENGTHS <ul style="list-style-type: none">• Resilience• Tribal Business Success• Outdoor Recreation Activities• Self-reliance• Commitment to Long Term Success• Klamath Renewal	OPPORTUNITIES <ul style="list-style-type: none">• Broadband Communication• Federal investments• Partnerships• Energy Production• Entrepreneurial & Tribal Business Development
WEAKNESSES <ul style="list-style-type: none">• Organizational Capacity• Population Distribution• Regional Economic Connections• Outmigration• Housing Supply	THREATS <ul style="list-style-type: none">• Cost of living• Natural disasters• Federal Regulations• Reduced Budgets

Strengths

Resilience: The Karuk Tribe has demonstrated resiliency and adaptability to withstand some of the most significant economic and catastrophic natural events. The formal existence of the Karuk Tribe is a testament to this resilience, having fought hard for its recognition as the aboriginal people of the region. The Tribe continues

to demonstrate that resilience regularly has become a foundational strength for the Karuk people.

Tribal Business Success: In the span of a decade, the Karuk Tribe has established several tribal businesses that have created hundreds of jobs for Tribal members and nonmembers. The People’s Center Museum/Gift Shop, Amkuuf Smoke Shop,

Klamath River RV Park, and the Rain Rock Casino which also includes a restaurant, demonstrate the ability of the Tribe to establish and operate tribal businesses. The development of the Àan Chúuphan ISP demonstrates the ability of the Tribe to seek partnerships to provide vital services to the community.

Outdoor Recreational Opportunities:

The natural environs of the Karuk Service Area provide ample opportunity for outdoor recreation and can serve as future economic generators for the Tribe as well.

Self-Reliance: The Karuk Tribe was diligent in pursuing federal recognition and independence and has been equally diligent in developing a self-reliant approach to their activities. This is a strength as it increases internal capacity to grow tribal resources and convert opportunities into success.

Commitment to Long Term Success: This strength, while evident in the other areas of resilience and self-reliance, is an important element to highlight as the Karuk Tribe recognizes that sometimes things don't happen right away. Consequently, they will develop a plan and stick with it as long as it takes to succeed.

Klamath Renewal: The Klamath River Renewal Project, in which the Karuk Tribe plays a significant role, is not only a demonstration of the prior listed strengths

the Tribe displays but, once completed, will restore a historical habitat to which the Karuk people will benefit.

Weaknesses

Organizational Capacity: The Karuk Tribe has grown considerably over the last decade as an organization as they have successfully launched several programs and businesses. The Tribe has faced recovery from both a tragic wildfire and the global pandemic and the onset of various assistance programs to recover from these challenges economically, and the Tribe faces short-term challenges in capacity. This weakness is easily overcome as staffing increases.

Population Distribution: The workforce analysis noted that the distribution of the workers in the area is significant, with large populations having to travel a distance to reach both employment opportunities and services provided by the Tribe. This can impact the ability of some growth areas; however, it can be overcome through enhancements in communication and transportation.

Regional Economic Connections/Influence: The Tribe is well connected to critical and vital areas such as emergency response and natural resources preservation. These connections and influence have led to the establishment of

efforts like the Klamath River restoration project and climate adaptation planning. However, on the economic development side, ties to regional entities are limited. This is where the Tribe can play a more active role and help deliver more resources and assistance to support the economic development strategy.

Outmigration: The Superior California CEDS reports an outmigration trend among residents, particularly in the Siskiyou County area. Adults are departing for lower-cost locations while “talented” youth are moving to more urban areas. While not specific to the Tribe, it is a trend that, if it continues on a regional level, may impact workforce supply, particularly for tribal businesses that may draw from the nonmember labor force.

Housing Supply: The Housing Authority has worked to develop housing units for low- and moderate-income residents. The loss of several homes in the Slater fire has exasperated the challenge of housing, particularly in the Happy Camp and Orleans area. As opportunities for employment increase, housing needs to keep the workforce closer to employment areas will be necessary.

Opportunities

Broadband Communication: The Àan Chúuphan ISP has set a blueprint for how

the Tribe can address communication issues throughout its service area. With additional funding and partnerships, the Àan Chúuphan ISP or a derivative can be expanded to serve other remote regions.

Federal investments: The increased federal investments, both from special pandemic recovery appropriations to the regular appropriations process, seemingly provide the Karuk Tribe with opportunities to address significant challenges and spur economic growth within its service area.

Partnerships: The Karuk Tribe has initiated several collaborations over the years to address vital needs and services. Increasing economic growth and vitality throughout the region will necessitate the Tribe engaging in leadership and influencing roles in regional economic development entities.

Energy Production: With a renewed focus on climate adaptation, the Tribe can initiate green energy production opportunities such as biomass and even smaller level no-impact hydroelectric to support local energy needs and reduce costs to tribal members and operations.

Entrepreneurial & Tribal Business

Development: Entrepreneurial and tribal business development is an opportunity to harness services and resources available through other entities and marshal them into developing locally-owned businesses, including tribal-owned businesses.

Threats

Cost of living: Social security projects a cost of living increase upwards of 5% based on increased inflation and commodity prices. This reflects the general rise in prices for goods and services being experienced throughout the state. For rural areas, the increases are even higher as the costs to transport goods and the increased commodity prices impact rural lower-income areas more disproportionately.

Natural Disasters: Natural disasters are an ongoing threat for the Karuk Tribe and the entire region. While the Climate Adaptation Plan and other efforts will reduce natural disasters' impact, they will not soon be mitigated entirely. Planning to advance resilience and reduce impact must continue.

Federal Regulations: Over the years, the federal government has implemented policy changes that have been favorable to tribal governments. The most recent additions of

dedicated ARPA funding and recognition of tribes under "equity" definitions by various federal agencies bode well for continued positive impacts to the Karuk and other tribes. The relationship between tribes and the federal government on the regulatory side needs to match the policy side. It is incumbent on tribes to continue to work collectively to ensure new regulations "do no harm" to tribal operations, resources, and opportunities.

Reduced Budgets: For tribal governments, much like state and local governments, this is an unprecedented time of federal funding allocations, directly and indirectly, to tribal budgets. While tribes are working diligently to utilize the funding, the increased activity, programs, or other investments may be impacted if the continued operational budgets or associated revenues are not realized. Likewise, changes in fiscal philosophy at the federal level may affect discretionary spending resulting in a negative allocation to tribal budgets.

STRATEGIC DIRECTION

The strategic direction/action plan is the heart of the CEDS, providing the necessary strategic elements to achieve economic development success in the future. The action plan is set to broad vision and goals and specific activities and programs to achieve success.

Vision & Goals

The mission of the Karuk Tribe is “to promote the general welfare of all Karuk people, to establish equality and justice for our tribe, to restore and preserve Tribal traditions, customs, language, and ancestral rights, and to secure to ourselves and our descendants the power to exercise the inherent rights of self-governance.” Therefore, to maintain consistency with the Karuk Tribe mission, the following outlines the vision of the Comprehensive

VISION

To promote economic diversification and business development that enhances economic resilience and advances tribal self-governance while preserving Karuk traditions and customs.

Economic Development Strategy:

Accomplishing this vision is five broad goals have been developed that capture the essence of opportunity and strengths of the Karuk Tribe while addressing economic threats and overcoming weaknesses.

- **Infrastructure:** Enhance the infrastructure capacity of the tribal area.
- **Innovation:** Grow the tribal area’s entrepreneurship and business innovation, including innovative opportunities for tribal businesses.
- **Resilience:** Develop a resilient community through economic growth and diversification.
- **Adaptation:** Lead in developing and implementing strategies that protect natural and economic resources from the impacts of natural disasters.
- **Capacity:** Enhance the Tribe’s ability for local economic success and to capture regional economic opportunity.

Accomplishing these goals and achieving the vision of the CEDS is detailed in the plan of action.

ACTION PLAN

Goal 1 Infrastructure: Enhance the infrastructure capacity of the tribal area.

Infrastructure is a vital resource for both businesses and residents of the region. From roads that provide transportation arteries for commuting and emergency access to water and wastewater treatment, addressing these essential elements can increase economic vitality and growth. The objectives for the CEDS are designed to meet the goal of improving infrastructure in the Tribal area.

1. Continue to seek funds and investment in vital infrastructure, including roads, water service, water treatment facilities, and other needed infrastructure, as identified in the Karuk Tribe Long Range Transportation Plan.
2. Develop a "Renewable Energy Plan" that identifies strategies and plans to create micro-grids, bio-mass, and other renewable energy opportunities.
3. Expand Àan Chúuphan ISP to serve other unserved areas with broadband connectivity.
4. Develop mixed-use facilities that

provide commercial and residential space more effectively using the land space while addressing critical needs within the region.

5. Create a "Cradle-to-Career" facility that houses head start, early childhood education, career center, and other services for a true one-stop center.

Goal 2 Innovation: Grow the tribal area's entrepreneurship and business innovation, including innovative opportunities for tribal businesses.

Entrepreneurship and business innovation are crucial elements that spur economic growth and vitality in a region and community. Tribal businesses and the opportunity to create other tribal businesses and increased support for innovation and business assistance will further economic growth. These objectives support the innovation goal.

1. Continue expansion of Rain Rock Hotel & Casino facilities and investigate joint use opportunities with other developments that complement and support Rain Rock.
2. Develop and operate community laundry service to support Rain Rock

and other businesses in the greater regional area (including So. Oregon).

3. Develop a supply chain study that facilitates a good purchasing portal to provide bulk purchase and delivery of dry goods and food products within the tribal areas.
4. Establish Rural Innovation Center, which provides an opportunity for entrepreneurial growth through incubator(s) and accelerator(s) to support idea generation and market development for local innovators.
5. Capitalize a small business revolving loan fund aimed at targeted businesses that advance economic vitality and services to Tribal areas.
6. Create a Business Investment Fund with flexible, unrestricted small business grants or loan funds focusing on products and services not regularly available in the region.

Goal 3 Resilience: Develop a resilient community through economic growth and diversification.

Resilience creates opportunities to develop projects and activities that help to sustain that resilience from an economic perspective. Long-term strategies and investments help to preserve and grow tribal attributes while addressing the needs of today. These objectives help to achieve continued economic resilience.

1. Develop an Outdoor Recreation Asset and Recreation Plan that promotes sustainable use of natural resources within the tribal areas.
2. Develop Opportunity Zone Fund that allows investors to pool funds that would be utilized for qualified development projects in the Opportunity Zone designated areas within Tribal areas.
3. Research and design/build housing structures that are more fire-resistant and potentially less costly to provide.
4. Create a plan for “University Center” where residents could gather and participate in online or in-person student cohorts, bringing 2- and 4-year degree offerings into the rural parts of the Tribal areas, reducing the need to commute to other sites, and advancing educational attainment.

Goal 4 Adaptation: Lead in developing and implementing strategies that protect natural and economic resources from the impacts of natural disasters.

The Karuk Climate Adaptation Plan highlights the longstanding relationship with the ecosystem along the Klamath River, its tributaries, forests, grassland, and high country. This relationship has a cultural, spiritual, economic, and physical connection with the Karuk people. Adaptation is the essential restoration of

this relationship. These objectives seek to further that relationship by creating a more significant awareness among people beyond the Karuk region while maintaining a process to educate next-generation leaders, both Karuk and others, in adaptation priorities.

1. Create and operate a center to provide visitor services promoting sustainable forestry practices and educational opportunities about ecological benefits of forest management.
2. Develop “Natural Resources Technology Lab” dedicated to the development and training of high school and college students in the area of natural resources technology and adaptation strategies.
3. Build on the momentum created by the Klamath River agreement to consolidate relationships between business, industry, local and state government around economic opportunities generated from natural resource preservation.
4. Continued implementation, and revision as needed, of the Karuk Tribe Climate Adaptation Plan.

Goal 5 Capacity: Enhance the Tribe’s capacity for local economic success and capture regional economic opportunity.

1. Karuk Tribe will seek representation and leadership positions in countywide and regional economic development organizations to leverage resources

between regional and tribal economic development strategies.

2. Actively advocate as a regional leader on behalf of local industry and businesses impacted by regulations (positively and negatively).
3. Actively advocate for inclusion and recognition of Karuk Tribe in regional entities and organizations that serve the Karuk Aboriginal Area.
4. Establish staff capacity to work on economic development activities, relationships, and projects on a full-time basis.
5. Create a system to monitor emerging opportunities for project funding and create a network of resource providers that can quickly engage with the Tribe to seek opportunities.

ECONOMIC RESILIENCE PLAN

The economic resilience plan is developed not as an individual action plan but integrated into the strategies previously outlined. Consequently, these strategies are designed to ensure that economic resilience is a component of all economic development activity. The following are recommended actions to further economic resilience in the Karuak Tribal area.

- **Provide regional support and advocacy in creating a regional economic resilience action plan.** The plan should focus on whole community resilience, emphasizing helping businesses and institutions develop and implement continuity of operations plans and ensuring that essential services can be provided in the wake of a disaster.
- **Provide leadership to establish a regional Business Emergency Operations Center (BEOC).** Regional Business Emergency Operations Centers (BEOCs) are gaining in popularity nationwide. While the primary function of BEOCs is emergency communications, many also provide ongoing information on the response, recovery, and ongoing resilience for businesses in the region. Critical to BEOCs is the relationship with local emergency management offices, and some BEOCs are co-located at EM offices.
- **Create and curate a resilience information section on the Karuk Tribe website.** Information and resources for the Karuk Tribal Area, including direction on integrating resilience into other local and regional resilience efforts. Highlighting this resource can help ensure engagement of community stakeholders, including community organizations, nonprofits, workforce organizations, and private infrastructure providers such as broadband, cellular, and others (nationally, 85% of the infrastructure is private).
- **Develop emergency funding sources for small businesses.** This funding can be in grants and loans, including assistance to accessing disaster loans often available through FEMA, SBA, EDA, and HUD.

- **Implement education and awareness initiatives for small businesses.** Often, small businesses are unaware of many responses and recovery operations/ resources. Providing information (pre-recorded videos, guidebooks, etc.) can make a difference as companies struggle to recover.
- **Develop assistance for local businesses in securing response and recovery contracting.** Local businesses struggling due to damage or interruption may miss the chance to obtain contracts or sell goods to recovery operations. A recovery contracting/sales opportunity portal should be considered to ensure local businesses are aware of these opportunities.
- **Develop a program to assist small and informal businesses in proper record-keeping.** To meet public recovery assistance requirements, small or informal businesses must keep records in a format that is required for aid from FEMA and other federal agencies. An outreach program with simple tools to help enterprises keep better records could yield positive results for small or informal businesses.
- **Develop relationships between Karuk Tribe and critical infrastructure owners/operators/supply chains.** FEMA defines critical infrastructure as those assets, systems, networks, and functions so vital that their incapacitation or destruction would have a debilitating impact on security, national economic security, public health or safety, or any combination of those matters. Supply chain analysis will allow the Karuk Tribe to ensure local businesses and residents maintain access to supply chains through pre-incident contingency planning.

EVALUATION FRAMEWORK

The Karuk Tribe views the CEDS to formulate strategies to transform the Karuk’s Aboriginal Territory by reducing poverty, outmigration, unemployment, and uncertainty while increasing the overall prosperity and sense of place/emotional bonds many have for the region. By establishing an Evaluation Framework to measure these objectives, Tribal leadership gain insight into the overall effectiveness of the CEDS. A well-constructed evaluation framework can also identify areas of the CEDS that may need to be adjusted.

The Evaluation Framework was compiled by answering the following:

- Which conditions are essential?
Employment and prosperity increasing
- Which trends need to be reversed?
High unemployment, lower than average educational attainment, low-income levels.
- How will a strategy help achieve the economic vision? Employing a coordinated approach to economic prosperity.

The Tribe does not intend to merely track progress on achieving goals and initiatives outlined in this CEDS. Instead, the Tribe will track underlying economic metrics to determine if implementing these goals

Table 8: Target Metrics

Karuk Trust Lands	2021	2022	2023	2024	2025
Poverty Rate	42.7%	37.6%	33.1%	29.1%	25.6%
Labor Force Participation	56.5%	58.2%	59.9%	61.0%	61.0%
Unemployment Rate	16.2%	15.4%	14.6%	13.9%	13.2%
Median Household Income	24,167	25,496	26,898	28,378	30,000

is being impactful. If the metrics do not improve, then the initiatives may have to be adjusted accordingly. Rather than track numerous goals, the Tribe will track the following macro goals at the regional (micro) level to foster an enhanced sense of regionalism. Table reflects the initial target metrics for the Tribe's Validation Framework.

In addition to these metrics, the Tribe will also track EDA-focused metrics for reporting annually. The primary evaluation framework utilized by the EDA focuses on four key areas:

- Number of jobs created
- Number of jobs retained
- Public dollars invested in economic development initiatives
- Private dollars invested in economic development initiatives

In totality, the target metrics are intended to capture a large portion of the economy based on metrics important to the Tribe, such as reducing poverty, increasing incomes, and lowering unemployment.

EDA PROJECT LIST

The following represent the projects identified for initial consideration for EDA funding. The projects also demonstrate correspondence to one or more of the EDA

investment priorities as of 2021. Further project scoping, design, and budgets will be prepared as projects are considered for pre-application consideration by the EDA.

Project	Description	EDA Investment Priorities					
		Equity	Recovery & Resilience	Workforce Development	Manufacturing	Tech-based Economic Development	Environmentally Sustainable Development
Rain Rock Casino Infrastructure	Expand current parking lot and new construction of access road to access hotel. Additional infrastructure to facilitate expansions in future.	X	X				X
Road Maintenance & Transit Facility	Construct a new facility to support road maintenance and transit operations for the Tribe.	X	X				X
New Medical & Dental Clinic	Construct a new medical and dental facility	X	X	X			X
Head Start Renovation or New Construction	Complete renovations or construct new facilities for Head Start program	X	X	X			X
Happy Camp Admin Complex	Expand parking lot and infrastructure capacity for Happy Camp Admin Center	X	X				X
Child Care Center	Develop new child care center.	X	X	X			X
RV Park Road Infrastructure Development	Development of a through-road within the housing development to support RV Park.	X	X	X			X
Red Cap Road	Develop new road off of Red Cap Rd. for new housing development	X	X				X
Wellness Center/Community Center	Parking lot and access road to support wellness center/community center.	X	X				X
Tribal Business Information Center	Develop center to provide entrepreneurial training technical assistance, loan packaging and procurement assistance services to existing and prospective businesses owners in the Karuk Aboriginal Territory.	X	X	X			X
Karuk Innovation & Accelerator Program	Develop of a innovation and accelerator program for small business and entrepreneurial incubation.	X	X	X		X	X
Outdoor Recreation Lodge/Activity Center	Development of infrastructure and facilities to support an outdoor recreation lodge and/or activity center	X	X	X		X	X
Vocational Training Program	Development of a vocational training program to educate and training young adults, unemployed and others for job opportunities within the Karuk Aboriginal Territory.	X	X	X	X	X	X
University Center	Development of a University Center which provides facilities, technology and support for Tribal members, relatives and community members to access 2 and 4 year college degrees remotely from Happy Camp or another rural location.	X	X	X	X	X	X
Supply Chain Analysis	Completion of a supply chain analysis for the communities in the Karuk Aboriginal Territory identifying critical needs that are needed to support residents when cut off from normal supply chains due to natural disasters or other events.	X	X	X	X	X	X
Natural Resources Technology Lab	Facility dedicated to deployment and training of high school and college students in the area of natural resources technology and adaptation strategies.	X	X	X	X	X	X
Biomass Facility	Funding for infrastructure and buildings for development of biomass related manufacturing operations.	X	X	X	X	X	X

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