

Comprehensive Economic Development Strategy Report



Great Lakes Inter-Tribal Council

Encompassing 11 federally recognized Indian tribes located in
Wisconsin and Upper Michigan

November 2015

Great Lakes Inter-Tribal Council
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Great Lakes Inter-tribal Council, Inc.

Comprehensive Economic Development Strategy Report

1 Introduction

Great Lakes Inter-tribal Council is a consortium of federally recognized Indian tribes. It has eleven voting members, ten of which are located in Wisconsin and one located close to the Wisconsin-Upper Michigan border at Watersmeet. Originally created in 1965 as a Community Action Program agency to provide a conduit for funds and direct services from federal sources to Native American residents of ten federally-served reservations, it has since then evolved into an agency focused on assisting tribal governments in the rendition of services to their constituents.

GLITC has its central office at Lac du Flambeau, Wisconsin on the Lac du Flambeau tribal reservation. It maintains a staff of some 50 employees in its central office, 20 employees located on or near the member reservations, and 40 stipended volunteers participating in elderly community service positions. GLITC operates a budget of some \$7.2 million annually in grants and contracts from federal, state, and private sources. This current figure represents a growth factor of over 500% since 1990. Originally conceived to move from one reservation to another on a tri-ennial cycle, it has grown to the point where it must maintain a fixed place of business. It has therefore maintained its location in various spaces at Lac du Flambeau since 1982, and since 1995 has occupied its own building at its current location at 2932 North Highway 47 in the town of Lac du Flambeau.

2 Membership of GLITC

2.1 Member Tribes

Eleven tribal governments comprise the voting membership of GLITC. These are:

Tribe	Location
Bad River Band of Lake Superior Chippewa	Reservation lands by treaty in Ashland County.
Forest County Potawatomi Tribe	Reservation by executive order and trust lands in Forest and Florence Counties
Ho-Chunk Nation	Trust lands in 17 counties in Central and Southern Wisconsin

Lac Courte Oreilles Band of Lake Superior Chippewa	Reservations lands by treaty in Sawyer County
Lac du Flambeau Band of Lake Superior Chippewa	Reservation lands by treaty in Vilas, Oneida, and Iron Counties
Lac Vieux Desert Tribe	Reservation lands by Executive Order in Gogebic County (Michigan)
Menominee Tribe	Reservation lands by treaty and Congressional Act in Menominee County, with shared jurisdiction area in Shawano County
Oneida Tribe	Reservation lands by treaty in Brown and Outagamie Counties
Red Cliff Band of Lake Superior Chippewa	Reservation lands by treaty in Bayfield County
Sokaogon Mole Lake Tribe	Reservation by executive order in Forest County
Stockbridge-Munsee Mohican Tribe	Reservation lands by treaty and executive order in Shawano County, with shared jurisdiction area
St. Croix Chippewa Tribe	Reservation and trust lands by executive order in Burnett, Barron, Polk and Washburn Counties

Tribes located in Wisconsin, Michigan and Minnesota are eligible for membership under the GLITC Articles of Incorporation. Lac Vieux Desert has exercised its prerogative, due to close ties to the Sokaogon Mole Lake Tribe. The Ho-Chunk Nation rejoined the Great Lakes Intertribal Council in September, 2009, but does not currently sit on the Board of Directors. The Forest County Potawatomi Tribe also does not sit on the Board of Directors, but GLITC programs continue to serve the Ho-Chunk and Forest County Potawatomi communities.

Tribal Leadership

All member tribes are governed by democratically elected governments, variously referred to as tribal councils, business committees, or legislatures, pursuant to a written and democratically adopted tribal constitution. The highest elected official of the tribe, who may be referred to as the Tribal Chairperson or Tribal President depending on constitutional provisions, may be selected either by general tribal election or by internal election from among the elected and seated tribal governing body. The highest elected tribal official is ordinarily the tribe's delegate and representative seated on the GLITC board of directors, but may designate a standing or ad hoc alternate.

Typically, the tribal leader does not exercise the general powers and authority of an executive branch of the tribal government, but is restricted in the ability to speak for, or bind the tribe in

policy or contractual matters. It is a basic tenet that the governing body speaks for the tribe and the highest elected tribal leader is therefore a representative or administrator who may appear on behalf of the governing body, but cannot legally bind the tribe without the specific consent and direction of the governing body. In governmental matters, the leader is in a position analogous to the speaker or president of the deliberative body, but may also be the administrator over the day to day operations of the tribal government staff.

2.2 Membership History

GLITC began as a consortium of ten tribes located in Wisconsin, including the Ho-Chunk Nation (then known as the Wisconsin Winnebago tribe), but excluding the Menominee tribe. At the time of GLITC's creation, the Menominee tribe was the subject of Congressional legislation terminating the federal relationship and trust. This process of termination began in 1954, and became legally effective on April 1, 1961. It was partially in response to the termination of the Menominee tribe from federal recognition and the growing cultural, social, and fiscal consequences of termination without adequate preparation or assistance that the other ten tribes decided to band together for mutual assistance under the GLITC organization. Begun as a tribal chairman's association, GLITC then became an intertribal organization with a membership consisting of the participating tribal governments. Use of a corporate entity was a tool toward gaining community control over some services and assistance to reservation residents and to slow the cycle of dependence on and domination by the reservation agency and superintendent system.

The Menominee Tribe was re-recognized for purposes of federal protection and services in December 1972, following several studies and reports about the increasingly depressed state of government and social institutions within the Menominee County, newly created as a part of the termination process. An interim administrative body eventually secured the passage of a tribal constitution and the conduct of tribal legislature elections, which resulted in the seating of a tribal legislature in February, 1979. Although invited, the Menominee tribe did not join GLITC until April 1988, and has been a member since that time.

The Lac Vieux Desert Tribe was re-recognized as a tribe for purposes of federal protection and services in 1988 and joined GLITC in 1989. It maintains simultaneous membership in the Inter-Tribal Council of Michigan, reflecting its interest in continuing close relationships with the Sokaogon Mole Lake Tribe and its mutuality of interests with other tribes located in Michigan.

Although a founding and continuous member of GLITC from its creation until 1994, the Ho-Chunk tribe chose to relinquish its membership on the Board of Directors. The Ho-Chunk Nation continued to participate in various programs and activities of GLITC, including the Wisconsin Tribal Health Directors Association, Indian Health Service technical assistance contract, the Economic Development district, the Native American Tourism of Wisconsin, the Wisconsin Indian Elders Association, and various nutrition, family service, disability services, and community health programs.

All member tribes are specifically asked whether they will participate in proposed GLITC programs and services, and some have elected not to do so in some areas. As the federal policy

of self-determination has expanded and the federal agencies have relinquished more and more of their historic authority over the reservations' policies and practices, the member tribes have assumed more and more of the duties toward their constituents, and thus frequently balance the efficiencies of intertribal services against the possibilities of local control. Thus the service population for any single program administered by GLITC may or may not encompass the entire service population of the member tribes.

3 Organization and Management of GLITC

3.1 Mission Statement

In 1965, GLITC was chartered as a not-for profit, non-stock corporation under Chapter 181 of the Wisconsin Statutes. The purposes of GLITC are stated in its Articles of Incorporation to be:

- To preserve the rights of the American Indian under Indian treaties or agreements with the United States and with any political subdivision.
- To enlighten the public toward a better understanding of the American Indian people, and
- To do all manner of things necessary to improve the education, economic status, living environment, and general welfare of American Indians, and most particularly Indians who reside in the State of Wisconsin.

Following a renewed process of strategic planning in 2015, the current Mission Statement of GLITC is as follows:

To enhance the quality of life for all native people.

Following survey and analysis of needs and resources in cooperation with the Board of Directors, tribal staff and clients, and partner agencies, GLITC has adopted a chart of Strategic Priorities which was approved by the Board on November 12, 2015. The chart of Strategic Priorities is attached as Part 11 Appendix.

3.2 Board of Directors

The Board of Directors of GLITC is comprised of one delegate from each of the voting member tribes. The Directors at the time of writing are as follows:

Tribe	Official
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Bad River Band of Lake Superior Chippewa

Robert Blanchard, *Chair**

Forest County Potawatomi Tribe	Harold Frank, <i>Chair</i>
Ho-Chunk Nation	Wilfrid Cleveland, <i>President*</i>
Lac Courte Oreilles Band of Lake Superior Chippewa	Mic Isham, <i>Chair</i>
Lac du Flambeau Band of Lake Superior Chippewa	Henry St. Germaine, <i>President</i>
Lac Vieux Desert Tribe (<i>Michigan</i>)	James Williams., <i>Chair</i>
Menominee Tribe	Gary Besaw, <i>President*</i>
Oneida Tribe	Christina Danforth, <i>Chair*</i>
Red Cliff Band of Lake Superior Chippewa	Ryan Bainbridge, <i>Chair*</i>
Sokaogon Mole Lake Tribe	Chris McGeshick, <i>Chair</i>
Stockbridge-Munsee Mohican Tribe	Shannon , <i>Chair*</i>
St. Croix Chippewa Tribe	Lewis Taylor, <i>Chair</i>

* denotes new member since 2014 Report

The Board meets every other month, generally by invitation at the reservation of one of the members. The location for the following meeting is selected at each meeting, with the regular exceptions of the March Annual meeting, which is held in Madison, and the September meeting, which is held in Milwaukee.

The Board receives regular reports from the staff of GLITC, and regularly reviews and approves or modifies the priorities of the Comprehensive Economic Development Strategy.

3.3 Executive Committee

The Executive Committee of the Board of Directors is comprised of the annually elected officers of the Board. It acts on behalf of the Board between meetings. Its members are:

Chris McGeshick, President
 (Vacant), Vice-President
 ****, Secretary/Treasurer

The Executive Director of GLITC is **Michael Allen, Sr.**, who is responsible for the day to day operations of GLITC and reports to the Executive committee and the Board of Directors.

3.4 GLITC Staff

Staff of GLITC are supervised by three Deputy Directors:

Deputy Director for:

Finance and Personnel (Vacant)
Health and Economic Development Jeff Muse
Family Health Elaine Allen

The position of Deputy Director for Finance and Personnel is vacant as of September 30, 2015, and recruitment is currently being pursued.

The Economic Planning and Development Department includes the Economic Development and Planning program funded by the Economic Development Administration. Department staff are

Janice Anderson Small Business Technical Assistance
*James Hawkins Economic Development Planning

** indicates staff paid from EDA contract in past year.*

The **Small Business Technical Assistance** program is a training and technical assistance program for small business. Focusing primarily on tribal reservation communities, the program offers consultation, business planning assistance, organizational assistance, and advice to individual entrepreneurs seeking to start a business. It works with tourism- and non-tourism-related businesses to achieve a foothold in the local economy, cast a business plan and develop financial feasibility analyses, seek planning or development assistance and funding, and weather the storms and setbacks of normal business activity. A portion of the workplan include3s financial literacy and entrepreneurship training.

The **Small Business Training Center** was a program funded by the Administration for Native Americans which has created an inter-tribal wide area network for the training and technical assistance for entrepreneurs on the 12 reservations (eleven in Wisconsin plus Lac Vieux Desert).

The **Economic Development Planning** program is responsible for maintaining the Comprehensive Economic Development Strategic process, maintaining the CEDS document, and assisting in business development activities. A licensed attorney, the director is in a position to assist entrepreneurial clients, whether for tribal or individual businesses, in sorting out the advantages of doing businesses under sole proprietorship, partnership, corporate, or limited liability entities, advising as to tax and jurisdictional consequences of doing business on and off reservation, and the developing state of the law regarding employment.

4 CEDS Committee

The CEDS committee is the GLITC Board of Directors, a group of the highest elected officers of each member tribe who also oversee the business operations of the tribe. The Board and the

Executive Director are all Native American tribal members by virtue of their offices, and the members are a natural conduit for information and needs identification relating to their individual tribes. Board members are all tribally elected governmental officials and all oversee a variety of tribal for-profit business enterprises, Tribal Employment Rights Offices, planning offices, and natural resource offices. The board is thus informed about program activities from the GLITC staff and informed by their own staff and constituents as to local needs and priorities. The CEDS committee receives reports on staff activities at each meeting.

See **Appendix 10.15**

5 District Overview

5.1 Historical Perspective

Native American Tribes

The District consists of eleven federally recognized Indian reservations named in Section 3.2 above and located in the State of Wisconsin. The Lac Vieux Desert Tribe is located across the border near Watersmeet, Michigan and is not a part of the District. A map is included at Section 9.3.3.

Six of the reservations are occupied by bands of the Lake Superior Chippewa Tribe. Each band has its own reservation and government, operating under its own tribal constitution. (This stands in comparison to Minnesota, where five Minnesota Chippewa bands are collected under a common constitution established for limited purposes, with certain powers reserved to the individual bands.) The Chippewa Tribes in Wisconsin all act under their federally approved constitutions, established under the Indian Reorganization Act and which enumerate the powers granted to the governing body, called the Tribal Council, Legislature, Business Committee or Governing Board, according to each tribe's constitution. The Chippewa tribes in Wisconsin have been located in this area since times prior to European contact, although archaeological evidence would suggest that the Chippewa moved west from the eastern Great Lakes area in the 14th and 15th centuries, and for a long time occupied Wisconsin with eastern Dakota (Sioux) tribes, who in turn pushed to the Middle and Far West. The battles at Mole Lake (in Forest County) and Strawberry Island (Vilas County) represent some of the last conflicts between Chippewa and Dakota people in Wisconsin, primarily concerning access to and control of certain resources.

Other tribes located in Wisconsin prior to European contact are the Menominee and the Potawatomi in Eastern Wisconsin, and the Ho-Chunk (formerly the Wisconsin Winnebago) in Western Wisconsin and Minnesota.

Two tribes migrated to Wisconsin in the 18th and 19th centuries. The Oneidas moved to Wisconsin from the upstate New York area in the late 1700's, purchasing land from the Menominees and establishing themselves near Green Bay, where they maintain their reservation to this day. The Stockbridge-Munsee Tribe of Mohicans moved to Wisconsin in the middle

1800's, also buying two federally mapped townships from the Menominees and establishing a reservation near Shawano.

Other tribes called Wisconsin home prior to 1900, notably the Kickapoo, who were indigenous to northeastern Wisconsin and the Michigan upper Peninsula and who moved south all the way to Mexican territory to avoid confrontation with the U.S. military. The Brothertown Indians, an enclave of Christianized New England tribes, moved to the eastern shores of Lake Winnebago near Calumet a little after the Stockbridge-Munsee, but were eventually removed from federal recognition in the late 1800's.

Usufructuary rights

The history of the tribes in Wisconsin has been closely entwined with access to certain resources. Tradition states that the Chippewa moved from the east to find "the land where food grows upon the waters." The Chippewa bands established settlements in order to take advantage or control over such resources as the Lake Superior fishery at Bad River and Red Cliff; wild rice at Mole Lake and St. Croix, and inland lake fisheries, waterfowl, upland birds and game at Lac Courte Oreilles and Lac du Flambeau. While the Chippewa, as an anthropological tribe, occupied what is essentially the northern third of Wisconsin as well as territories in Wisconsin, Michigan and Canada, at the beginning of the 19th century, treaties of cession increasingly focused on the established resource settlements. In Wisconsin, the diminishing reservations eventually focused on six settlements and were defined as six independent tribes.

This was equally true for the forests treasured by the Menominees, Stockbridge-Munsee, and Oneidas, and for the open plains and forests treasured by the Ho-chunk. As more and more lands were ceded to the United States, the lands reserved to the tribes focused more on their resource settlements, and the lands that the tribes could call their own shrank to their current dimensions.

Because of differences in their legal histories, largely due to periods of termination and eventual re-recognition by the federal government, the Menominee, Potawatomi, Stockbridge-Munsee, and Ho-Chunk do not retain off-reservation rights of use and access to the historically important natural resources. The Chippewa, on the other hand, have been able to point to an uninterrupted history of federal recognition and reliance upon the terms and conditions of the several cession treaties, and have been able to assert retained usufructuary rights within the territories previously ceded. Thus, subsistence use of game, fish, fowl, and vegetation has been an important factor in the micro-economies of the reservations.

Traditional usufructuary rights of hunting and gathering have not been expanded into any important industry on any of the reservations. The Menominees make significant use of their forest resources, harvesting and milling hardwoods and conifers for lumber, cabinet wood, and pulp. The reservation is heavily forested and is harvested on a sustained-yield basis. This activity dates from approximately the beginning of the 20th century, however, and was first a governmental enterprise under the control of the Bureau of Indian Affairs, and since the 1950's a commercial activity overseen by the tribe. The St. Croix tribe has actively pursued development of aquaculture projects, including a fish-rearing and processing project, but this has been pursued

as a commercial enterprise, primarily over the past 10 years, and does not make use of fish or other aquacultural resources taken from the ceded territory. Usufructuary rights continue to provide continuity of tribal culture and contribution to traditional subsistence household economies.

Legal Business Status

One of the features common to many of the constitutions of the tribes in Wisconsin grew out of the policies of the Indian Reorganization Act (IRA). The Act provides a mechanism for Indian tribes to adopt written constitutions establishing democratic government and popularly elected tribal leadership. Based on models developed by the Bureau of Indian Affairs, these constitutions began as little more than minor variations on a model, adopting language directly from the Act. The enumerated powers of the Tribal Council in a tribal constitution, for example, typically began with those powers listed in the Act, and then proceeded to other enumerated powers that are closely replicated from one tribe to another.

One of the powers of the tribes accorded by the constitutions has been the power to create subordinate entities for economic purposes. If the tribal government, however, wishes to engage in business enterprises in its own right, the IRA also provides for adoption and approval of a Section 17 charter, which was designed to “free” the tribal government for pursuit of economic gain. Similar to the constitution in requiring tribal popular adoption and BIA approval, it has been only seldom used, due to the inclusion of language at the behest of the Bureau of Indian Affairs requiring a waiver of sovereign immunity in business pursuits by the government. Instead, most tribes have acted under their enumerated constitutional powers, establishing or chartering subordinate businesses operated by tribally-appointed boards responsible to the tribal government. Where business development has necessitated some waiver of sovereign immunity, the tribes have carefully circumscribed the extent of their waiver.

The Menominees are a significant exception, as their silvicultural and timber milling operations are maintained under a separate entity that co-exists with the tribal government, responds directly to the Menominee people, and has its own enumerated powers with respect to business enterprises that rely on tribally-owned natural resources. This separation is reflected in the tribal constitution and the organic documents of the Menominee Tribal Enterprise, and is in significant part based upon the separate requirement arising out of the legislation re-recognizing the tribe for the Enterprise to generate enough money to retire a large bond issue floated at the time of termination of the tribe from federal recognition in the early 1960's. An independent judiciary is also provided by the Menominee Constitution, although the appointment of judges and funding of the courts is a power of the Legislature, and has therefore not been without controversy since the government was re-established in 1979. An independent judiciary is also provided by the Ho-Chunk Constitution.

The creation of subordinate organizations by the tribes came into sharp focus with the advent of Indian gaming enterprises in the 1990's. With the looming possibility of earning revenues that were not subject to federal or state control, and with the fundamental requirement set forth in the federal Indian Gaming Regulatory Act that gaming operations be operated only by the tribes, tribes saw the wisdom in creating sub-ordinate entities for commercial purposes. Financing

necessities persuaded them to re-think their positions of waiving immunity, particularly where tribal lands were used for erection of gaming facilities. As a result, the general policy against waivers of sovereign unity is varied among Wisconsin tribes, allowing for waivers under tightly limited language that is restricted to the particular activity and the particular tribal assets involved in the conduct of the business enterprise.

It is, however, generally held among the tribes in the district that the ultimate governmental authority is vested in the tribal council, business committee, governing body, or legislature. Unlike state and federal constructs, there are not multiple branches of government (with the notable exception of the Menominee and Ho-Chunk), with co-existing legislative, executive, judicial, or commerce powers. Unlike federal and state governments, the executive staff, including the highest elected officials, is not authorized to negotiate with outside entities or bind the tribe in legal relationships unless specifically delegated and approved by affirmative action of the legislative body.

Impacts on Development Strategy

Before the advent of Indian gaming in Wisconsin, the Wisconsin tribes were, in common with tribes across the country, the primary economic planning and development engine within their respective communities. Reservation development was generally directed by the leadership of the tribes, who in turn depended on the funding fashions of the day. Using tools from employment programs, capital grant programs, Indian set-asides, health and welfare grants, community facilities funds and whatever else the federal government could provide, the tribal governments and their staff depended on and responded to the shifting combinations of fund availability to create their priorities.

The legal and political realities of the tribes have historically had a significant impact upon individual tribal development efforts, as well as co-operative efforts in governmental or business arenas. Development was a matter of unending debate, and could be changed, redirected, redefined, stalled, or advanced at any time depending on the political changes within the governing body. Accordingly, the priorities for development and allocation of resources have been as individual as the tribes themselves and are best defined by frequent reference back to the governing bodies and allowance for extensive periodic revision.

Respecting the vast legal and political differences among the tribes, the differences between governmental, human, and natural resources among the tribes, and the legal and political structures of the tribes has been strength of Great Lakes Inter-tribal Council, Inc. over its 39 years of existence. The district did not desire and could not implement any general comprehensive development scheme with any central implementing body, for such would be an unlawful, not to say unmanageable, incursion into the governmental prerogatives and community structures of the individual members. The District has, on the other hand, historically afforded the tribes assistance in defining their own priorities for development and in accessing resources to assist in the realization of those priorities.

It is therefore difficult to assess the GLITC district or its progress toward goals in terms of business development initiated by tribal governments or its agencies, for what was a priority for the district might be a priority only as long as an individual district member may permit.

This has changed in the past 12 years. With the immense and immediate importance to the tribes of solvency, if not the financial success, of their gaming and hospitality operations, it is now sometimes difficult to engage the tribes even in local, much less intertribal efforts directed toward economic planning and development. A notable exception is the Nii-Jii development empowerment zone currently operated between the Lac du Flambeau, Sokaogon, and Menominee tribes. Nevertheless, the current focus of the district on small business development and tourism, in some cases assisting the Nii-Jii zone, has had general appeal and approval across the district, and has provided more than enough satisfactory activity and results with the development of entrepreneurial spirit and enterprises that may in some way enhance or be enhanced by the traffic or economic stimulus provided by tribal gaming operations. Upon the theory that the path to community development is largely a function that follows or enhances small business development, the district's priorities continue to focus upon small business establishment and growth, with a special emphasis on low-impact and culturally tolerable tourism.

5.2 Physical Geography

Topography

Most of the tribes in Wisconsin are located on marginal lands. The Menominee and Stockbridge-Munsee tribal reservations are located on top of the Wolf River batholith, a great granite shelf underlying the lands, with large outcroppings of rock, hilly terrain, and surface waters, making the quest for buildable lands difficult. The presence of the batholith has been a focus for possible nuclear waste disposal in the past, which has in turn generated resistance from the tribes and adjacent communities. Northerly reservations are located in sand soils, where lakes are plentiful, but lakeshore property is largely in the ownership of non-members. The Oneida reservation is located in the Fox River Valley, where substantial tracts of arable lands are located, but which are largely in non-Indian ownership. The Ho-Chunk tribal lands are scattered through 17 counties and it is difficult to generalize about their topography or features.

Climate

The climate is consistent with the balance of the state of Wisconsin.

Geology

Most of the reservations in the District are located in formerly glaciated areas. Soils vary from coarse sands in the conifer forests in the north to high clay content soils in the center of the state.

Water

Surface and ground waters tend to be plentiful on the reservations. Rainfall is adequate and on occasion has been over-abundant, resulting in flooding conditions. Serious flooding has occurred in past years along the Wolf River through the Menominee Reservation, causing some concern about the safety of the dam at Neopit, and along the Black River close to Black River Falls, affecting mostly residential Ho-Chunk lands along with much other land.

Timber

Wisconsin has long been famous for its timber resources. The Menominee tribe is particularly well-provided with timber resources, with approximately 175,000 acres of coniferous and deciduous trees that have been harvested on a sustained-yield basis since the creation of the reservation. The Menominee Tribe operates its own forest management program which in turn provides material for a lumber mill located at Neopit.

Other tribes operate more modest forests, permitting contract cutting for personal and some commercial purposes. The Red Cliff, Bad River, Potawatomi, and Lac du Flambeau tribes pursue contract logging on their own lands to some extent, but also have logging operators who harvest under permits in the nearby national forests. Two of the northeastern tribes are surrounded by or adjacent to National Forest Lands and operate small logging concerns and are therefore interested in the welfare and allowable annual cut in the Chequamegon and Nicolet National Forests. Considerations of wildlife habitat, hunting and gathering rights and practices, and ongoing memoranda of understanding between the tribes and the federal forest service act as a tribal brake on logging and timber production, while confusing and contradictory Forest Service mandates, contracting policies, public and environmental interests, and federal litigation elsewhere contribute to suppress timber production activities in Wisconsin. Despite interest at the State, local, private industry, and even tribal level in resolving some of these conflicts and achieving the annual allowable cut, the goals of a balanced use policy and practice and tribal participation and jobs remains elusive.

5.3 Political Geography

Reservation territories

The reservations in the district are varied as to their creation and geographic footprints. Of the eleven reservations, seven were created by treaties negotiated with the United States: Red Cliff, Bad River, Lac Courte Oreilles, Lac du Flambeau, Menominee, Stockbridge-Munsee, and Oneida. The reservations of the St. Croix Chippewa, and Sokaogon Mole Lake Chippewa were created by federal executive order, while the initial lands of the Potawatomi and the Ho-Chunk were acquired under the Sub-Marginal Lands Act. Most of the treaty reservations have lost much of the communal title to lands within the reservations through allotment and fee sales. The Mole Lake reservation in Forest County is the smallest, and is 100% owned by the United States in trust for the tribe. The largest is the Lac Courte Oreilles reservation in Sawyer County. The St. Croix Chippewa, Ho-Chunk, and Forest County Potawatomi reservations consist of scattered parcels in several counties, while the other reservations are contiguous. The Lac du Flambeau

and Oneida contiguous tribal reservations include lands in more than one county, while the Menominee reservation is co-terminous with Menominee County, which was created in the Termination process and survived the re-recognition in 1972.

Municipalities

The following reservations include all or portions of state-incorporated or unincorporated, recognized municipalities:

Bad River Band of Lake Superior Chippewa	Village of Odanah
Forest County Potawatomi Tribe	Carter, Wabeno
Ho-Chunk Nation	Black River Falls, Wittenberg, Wisconsin Dells, Nekoosa, Tomah
Lac Courte Oreilles Band of Lake Superior Chippewa	Town of Bass Lake; Villages of Reserve, New Post
Lac du Flambeau Band of Lake Superior Chippewa	Town of Lac du Flambeau
Lac Vieux Desert Tribe (<i>Michigan</i>)	None
Menominee Tribe	Village of Keshena Town of Menominee Menominee County
Oneida Tribe	Village of Oneida Village of Ashwaubenon
Red Cliff Band of Lake Superior Chippewa	Town of Russell
Sokaogon Mole Lake Tribe	Town of Nashville
Stockbridge-Munsee Mohican Tribe	Towns of Red Spring, Bartelme
St. Croix Chippewa Tribe	Townships in Polk, Barron, and Burnett counties

Consolidated Services

The St. Croix Tribe contracts with the Town of Sand Lake, providing joint emergency services, including police, fire, and ambulance services. Consolidated and shared services are a priority for exploration among municipalities under Wisconsin's recent Smart Growth planning initiatives. Under this law, Wisconsin municipalities must engage in comprehensive planning, including review and analysis of opportunities for shared or consolidated governmental services, to be completed by the year 2010. In addition, the State and the tribes are in the process of resolving issues of liability for cross deputization and mutual assistance for law enforcement personnel through modification of state statutes. Another area ripe for negotiation is the sharing

of the state safety services retirement program to provide less incentive for trained tribal police officers to move to non-tribal forces.

5.4 Population and Labor Force

Labor Force statistics are kept by the Bureau of Indian Affairs on an annual basis and by the Bureau of the Census on a decennial basis.

Statistics

Recent general reservation statistics are found at Section 9.2.1

Trends

Trends over the past 10 years show a marked growth in the availability of work and engagement of the work force in most reservation communities. This is undoubtedly the result of growth in the gaming, entertainment, and tourism economy. It reflects the tribal governments' increased abilities to invest in business and government infrastructure, creating more jobs in government services to match the growth in tourism and hospitality related businesses.

It should be noted that not all reservations have shared in this growth. Several reservations, such as Lac Courte Oreilles and Sokaogon Mole Lake are located in areas that are not well-served by transportation. Lac Vieux Desert, Bad River, and Red Cliff are not located close to population or tourist destination centers. Accordingly, the tourism market in those areas is on the mature side, with little growth except as vacation property ownership turns over and larger parcels may become available for development.

A study published in 2014 in northern Wisconsin counties indicates that the advent of broadband service could have a significant impact on second home ownership and tourism, enhancing the attractiveness of longer stays with continuing connection to first homes, business contacts, resources, and entertainment. Along with increasing interest in broadband deployment for education, employment, entertainment, and health services, the tribes have increasingly focused on stimulating broadband deployment.

Ethnicity

Overall, the ethnic makeup of the district is overwhelmingly Native American, due to the definition of the territory. The reservations were originally set aside for the exclusive use and benefit of the respective tribes. Through allotment, termination, tax sales, or other removal from federal trust status, lands within the reservation boundaries have become available for non-Indian ownership over the past 150 years. The extent of this has varied among the reservations in the district and has resulted in non-Indian ownership within reservation boundaries that varies from 0 to 55%. The number of non-Indian residents on the reservations varies to a greater degree, as non-Indians may reside on tribally owned lands and trust lands under leases or other permissive uses.

Census figures show distributions according to ethnicity as set out in Section 9.2.2

Income

Several standard measurements demonstrate trends of improvement in income among the district reservations. See Section 9.2.3 for current status, and Section 9.2.5 for a ten year comparison.

Labor Force

Labor force statistics for 2000 are set forth at Section 9.2.4

5.5 Infrastructure

Transportation

Transportation routes to the reservations are generally indicative of the economic well-being of the reservation communities, since the historic rate of growth among the reservations, indeed, among Wisconsin communities in general, has been influenced by the quality and quantity of transportation modes.

Tribes are vitally interested in the maintenance and improvement of the highway systems north of Hwy 29. The Highway 29 improvement project has demonstrated the benefits of increased traffic and safety, but the tribes are particularly interested in the benefits of improved traffic access to the reservations. Highway improvement projects under ARRA have not reached the tribes, with the exception of the Highway 41 corridor project in northeastern sections of the state.

	Highways	Waterways	Railroad
Bad River Band of Lake Superior Chippewa	USH 2 Town and County Tribal	Lake Superior and sloughs <i>No docking facilities</i>	Railroad – No spurs
Forest County Potawatomi Tribe	STH 8, 32 Town and County Tribal	Small Lakes	Railroad – No spurs
Ho-Chunk Nation	I 94, 39 STH 29, 45, 54 Town and County Tribal	Wisconsin River Black River <i>(Extensively controlled and dammed)</i>	Railroad – spurs at adjacent municipalities

Lac Courte Oreilles Band of Lake Superior Chippewa	STH 70 south of the reservation, Town and County Tribal	Small Lakes	Railroad – No spurs
Lac du Flambeau Band of Lake Superior Chippewa	STH 47 Town and County Tribal	Small Lakes	Railroad – No spurs
Lac Vieux Desert Tribe (<i>Michigan</i>)	USH 2 STH 45 Town and County Tribal	Small Lakes	Railroad – No spurs
Menominee Tribe	STH 47, 55 Town and County Tribal	Wolf River (<i>Extensively controlled and dammed</i>)	Railroad – Spur at Neopit
Oneida Tribe	I 41 STH 29 Town and County Tribal	Port of Green Bay nearby	Railroad – Spurs at Ashwaubenon, Green Bay
Red Cliff Band of Lake Superior Chippewa	STH 13 Town and County Tribal	Lake Superior (<i>Recreational boating marinas</i>)	None
Sokaogon Mole Lake Tribe	STH 55 Town and County Tribal	Small Lakes	None
Stockbridge-Munsee Mohican Tribe	Town and County Tribal	Red River (<i>Primarily angling habitat</i>)	Railroad – No spurs
St. Croix Chippewa Tribe	STH 70 Town and County Tribal	Small Lakes	Railroad line – No spurs

Energy

With the proposals to expand the market of Manitoba Hydro in Wisconsin, and the development of the Duluth to Weston power lines, the tribes have become engaged in the quest for renewable power. Earlier proposed legislation before the Wisconsin legislature would redefine hydro-power in excess of 60 megawatt capacity as renewable for satisfaction of green energy goals, and

the tribes support movement toward renewable energy. The tribes, however, have been influential in assuring that the redefinition is conditioned on reasonable solutions to the concerns of First Nations in Canada that are impacted by construction of hydro-projects. This legislation failed to secure passage, and has not been renewed in ensuing years.

Electric power is delivered to the reservation communities by the following utilities:

	Utility/Provider	Industrial Power Facilities
Bad River Band of Lake Superior Chippewa	Northern States Power	Some interest in development of wind power along south shore of Lake Superior
Forest County Potawatomi Tribe	Wisconsin Public Service Corporation	
Ho-Chunk Nation		Some interest in development of wind power along Wisconsin or Mississippi Rivers
Lac Courte Oreilles Band of Lake Superior Chippewa	Excel Energy Jump River Co-op	Tribally owned hydro-electric dam on reservation
Lac du Flambeau Band of Lake Superior Chippewa	Wisconsin Public Service Corporation	
Lac Vieux Desert Tribe (<i>Michigan</i>)	Northern States Power	
Menominee Tribe	Wisconsin Public Service Corporation	Some interest in development of wind power in partnership with a power utility
Oneida Tribe	Wisconsin Public Service Corporation	
Red Cliff Band of Lake Superior Chippewa	Northern States Power	
Sokaogon Mole Lake Tribe	Wisconsin Public Service Corporation	
Stockbridge-Munsee Mohican Tribe	Wisconsin Public Service Corporation	
St. Croix Chippewa Tribe	Northern States Power	

The Bad River Tribe has proposed a woody biomass energy plant project to provide heat to several tribal operations, including its casino, hotel, and wellness center, using waste from forestry operations and opening job opportunities for tribal members gathering and trucking

waste materials to the plant. Although proposed for project funding to EDA in 2013, there has been no movement toward project development.

Communications

Communications include newspaper, radio, broadcast television, cable television, and internet services. Providers are identified in the following table: Providers are listed for each tribe according to likelihood of local events coverage.

Tribal newspapers tend to be monthly publications, carrying stories and features of purely local interest. For local notices tribal newspapers may be supplemented by handbills, or post box stuffers. Off reservation local newspapers are for the most part weekly publications, with the notable exception of News From Indian Country, a bi-weekly publication focusing on regional and national news of interest to the reservation communities. Duluth, Superior, Rhinelander, Wausau, Nekoosa, Black River Falls, Shawano, and Green Bay newspapers publish daily editions that are available on the reservations. Statewide newspapers are the Milwaukee Journal-Sentinel and the Capital Times and the Wisconsin State Journal, both published in Madison.

On the Lac du Flambeau reservation, the sole Indian-owned cable television company in the state has failed due to continuing legal problems with other competitors for rights of way on the reservation.

In 2009, GLITC and four tribes joined Grow North, Inc, a regional economic development organization of business and government entities. Primary discussions have revolved around broadband development in the north central rural counties and the role of government to develop broadband availability as an economic development tool.

Broadband Development

In 2011, the Wisconsin Public Service Commission approached broadband planning across the state under a system of 9 regional planning teams. Team members were selected to represent a cross section of business, industry, government, education, health care, municipalities, providers, and tribes. Tribes were represented in several of the planning teams.

Planning efforts were prefaced with an acknowledgement of the unsuitability and economic challenges of laying or stringing high speed cable in the intensely rural areas of the state, as well as the lack of resources or funds to publicly finance broadband network, infrastructure, such as towers, switching stations, and backbone access. Planning efforts, known as LinkWisconsin, were led by consultants to focus on approaches that were appropriate to the region and that were seen as doable within the context of existing resources.

Tribes have recognized the necessity for broadband access in a variety of areas for continued community and economic development. While a large part of business activity on the reservations deals with tourism and hospitality attractions, destinations, and services that require consumer presence on the reservations, the tribes recognize the need for improved access in

order to keep up with modern developments in health, education, social services, employment and training, and the entire panoply of consumer, business attraction and retention, and governmental services

Part of the effort has been an assessment of the availability of broadband internet access, defined as 1.5 Mbps up- and down-stream. An inter-active map of the state shows the density of service providers, and attempts to show the availability of broadband service across the state.

<http://www.link.wisconsin.gov/lwi/maps.aspx>. Among other things, the map shows the paucity of providers and competition in the northern and rural areas of the state, and implicitly shows the difficulties of encouraging sufficient traffic to justify high-capacity cabling and switching facilities. The map is acknowledged to be of less than pinpoint accuracy, as variations of topography, subsurface deposits, weather, tree growth cycles, cabling, and switching facilities can affect availability from one land parcel to the next. While over-the-air broadband might show the greatest ease of deployment, current technology and build-out limitations show this to be the least reliable option from day to day.

In Region 2, the Forest County Potawatomi Tribe has joined with the Village of Crandon and the County to develop over-the-air broadband facilities to serve both the reservation lands and adjacent settlements. This will include towers and transmission facilities. The town of Three Lakes in Oneida County has established itself as a model for rural municipal encouragement of broadband development by recognizing the interest of second-home owners in living away from urban and industrial centers but being able to monitor and direct business through broadband access. This concentration on the small, home-office market, along with cooperation by large and small providers, served as a template for Region 2, which includes a think-small element for interesting both wireline and over-the-air providers in exploring what may seem to be an incremental market, but which has major impact on the community.

Within the reservations, the challenges for broadband development are more significant. Wired access, typically by DSL over telephone lines or cable companies, is not as broadly deployed as in other communities. Rural central office switching facilities are not developed for high-speed data, and cabling infrastructure is not likely to be of sufficient quality to carry signals to distances that are currently feasible in wireline technology. Wireless access is at best only at nominal 3G levels where there are towers, and both wireline and over-the-air still require ground-based facilities that are hampered by the complexities of easements, permissions, and federal approvals for rights-of-way over Indian and federal lands.

As in the case of the Forest County Potawatomi tribe, other tribes are seeking solutions. The Lac du Flambeau tribe has developed a local fiber network for its tribal buildings that will speed governmental communications and spur development of cable and switching facilities to serve the network. Other tribes are exercising options to buy high-capacity data service for their offices, schools, and libraries through the state of Wisconsin BadgerNet to develop incentives for provider competition and improvements.

In 2013, the Lac du Flambeau Tribe announced the formation of Ogema Communications to become an eligible telecommunications company under FCC rules, and started a cooperative effort between the tribe, western Vilas County, and the Towns of Woodruff and Minocqua to

study the feasibility of wireline and over-the-air telecommunications. The local fiber network connecting the various tribal offices and tribally owned buildings was completed and lit in 2013, and staff were being trained in operation and maintenance of the necessary infrastructure that will eventually become necessary to provide broadband telecommunications to the region. Economic pressures, however, and the expenses of operating a telecommunications company have proved an obstacle, and the project has halted.

In Region 1, which includes the Bad River, Red Cliff, and Lac Courte Oreilles Chippewa Tribes, the planning effort concentrates on encouragement of telemedicine as a community development focus to link regional hospitals, clinics, tribal and other health centers and first responders with down-state specialists and research hospitals to improve healthcare access and treatments. Participation by the Lac Courte Oreilles Chippewa tribe in region 1 efforts has highlighted the difficulties of deployment on the reservation and the need to combine both wired and wireless WiMax solutions in a replicable demonstration project to be pursued by the tribe.

Since 2013, the Bad River Tribe and Lac Courte Oreilles have also identified a priority for broadband development, proposing first a fiber network loop to connect tribal government, enterprises, and residential clusters and to form a basis for further development and extension to more rural locations. Lack of response to funding proposals presented to EDA has not diminished the tribes' interest in this investment in their future.

The Bad River Tribe has initiated a tribally-owned and operated broadband wireless service provider, Superior Connections, beginning with a tower location in the vicinity of its casino and hotel at Odanah, with plans to expand and develop communications towers at various locations on and near the reservation to provide wireless service to members and nearby communities. The enterprise is entering the second year of its 5 year plan and has been selling services to the community adjacent to the tribe's central offices along with developing plans for funding expansion.

	Newspapers	Radio	Broadcast Television	Cable Television	Primary Landline	Internet Service Providers
Bad River Band of Lake Superior Chippewa	Tribal Ashland Duluth Superior Statewide	Ashland, Hurley/Ironwood	Duluth, Marquette, Wausau		Ameritech	
Forest County Potawatomi Tribe	Tribal Crandon Statewide	Crandon, Rhineland	Rhineland, Wausau		Rhineland	
Ho-Chunk Nation	Tribal Statewide	Various cities			Ameritech	
Lac Courte Oreilles Band of Lake Superior Chippewa	Tribal Hayward Statewide	WOJB (tribal)	Duluth, Minneapolis St. Paul		Ameritech	
Lac du Flambeau Band of Lake Superior Chippewa	Tribal Lakeland Times Vilas County News- Review Rhineland Daily News Statewide	WOJB (tribal) Minocqua/Woodruff	Rhineland, Wausau		Verizon	
Lac Vieux Desert Tribe (Michigan)	Tribal Statewide	Eagle River/ Marquette, Escanaba	Wausau, Marquette		Ameritech	
Menominee Tribe	Tribal Shawano Evening leader Green Bay Press-Gazette	Shawano, Green Bay, Wausau	Wausau, Green Bay			

	Statewide					
Oneida Tribe	Tribal Green Bay Press Gazette Statewide	Green Bay	Green Bay		Ameritech	
Red Cliff Band of Lake Superior Chippewa	Tribal Ashland Statewide	Ashland	Duluth, Marquette		Ameritech	
Sokaogon Mole Lake Tribe	Tribal Shawano Evening Leader Statewide	Crandon, Rhineland	Rhineland, Wausau		Rhineland	
Stockbridge- Munsee Mohican Tribe	Tribal Shawano Evening Leader Wausau Herald Statewide	Shawano. Green Bay, Wausau	Wausau, Green Bay		Ameritech	
St. Croix Chippewa Tribe	Tribal Spooner Statewide	Spooner, Hayward, Eau Claire	Duluth, Minneapolis St. Paul			

Municipal Services

The tribal governments provide services to the reservation communities either directly or by contract:

	Water	Sewer	Fire	Police	Ambulance	Courts	Zoning	Sanitation	Health Care
Bad River Band of Lake Superior Chippewa	X	X	X	X	X	X		X	X
Forest County Potawatomi Tribe						X		X	X
Ho-Chunk Nation	X	X				X		X	X
Lac Courte Oreilles Band of Lake Superior Chippewa	X	X				X		X	X
Lac du Flambeau Band of Lake Superior Chippewa	X	X		X		X		X	X
Lac Vieux Desert Tribe <i>(Michigan)</i>								X	X
Menominee Tribe	X	X		X		X		X	X
Oneida Tribe	X	X				X		X	X
Red Cliff Band of Lake Superior Chippewa						X		X	X
Sokaogon Mole Lake Tribe	X	X				X		X	X
Stockbridge-Munsee Mohican Tribe						X		X	X
St. Croix Chippewa Tribe			X		X	X		X	X

The Lac Courte Oreilles Chippewa Tribe has twice proposed a project for expansion of their sewage treatment plant, which is operating at capacity and is an obstacle to much community development for business, government, and residential purposes. It remains a major need and priority in light of the dearth of alternatives for sewage disposal in the area.

Schools and Educational Resources

Several reservations have schools within the community. The Menominee reservation operates its own school district under state law and local funding. Italicized entries indicate nearby campuses. Bolded entries indicate tribally chartered higher education institutions.

	Elementary	Secondary	Higher
Bad River Band of Lake Superior Chippewa			<i>Indianhead Technical College; Northland College</i>
Forest County Potawatomi Tribe			<i>Nicolet College</i>
Ho-Chunk Nation			<i>Mid-State Technical College; UW system</i>
Lac Courte Oreilles Band of Lake Superior Chippewa	X	X	LCO Community College
Lac du Flambeau Band of Lake Superior Chippewa	X		<i>Nicolet College; North Central Technical College</i>
Lac Vieux Desert Tribe (<i>Michigan</i>)			
Menominee Tribe	X	X	College of the Menominee Nation
Oneida Tribe	X	X	<i>UW Green Bay;</i>
Red Cliff Band of Lake Superior Chippewa			<i>Indianhead Technical College; Northland College</i>
Sokaogon Mole Lake Tribe			<i>North Central Technical College</i>
Stockbridge-Munsee Mohican Tribe			<i>North Central Technical College</i>
St. Croix Chippewa Tribe			

Government

Tribal governing bodies are elected in annual tribal elections. Some tribes allow non-resident members to vote in annual elections.

All tribes are governed under a written constitution by a governing body, as set forth below

Tribe	Governing Body	Election	Executive	Executive elected
Bad River Chippewa Tribe	Tribal council/ 7 members 2 year terms	November	Chair	Voters
Forest County Potawatomi tribe	Executive Council / 6 members 2 year terms General Council as called	November	Chair	Voters
Ho-Chunk Nation	Tribal Legislature / 11 members 4 year terms	June	President	Voters V-Pres – Legislature
Lac Courte Oreilles Chippewa tribe	Tribal Governing Board / 7 members 2 year terms	June	Chair	Voters
Lac du Flambeau Chippewa Tribe	Tribal Council / 12 members 2 year terms	October	President	Voters
Menominee tribe	Tribal Legislature / 9 members 2 year terms	February	President	Legislature
Oneida Nation	Business Committee / 7 members 3 year terms	July	Chair	Voters
Red Cliff Chippewa Tribe	Tribal Council/ 9 members 2 year terms	July	Chair	Voters
Sokaogon Mole Lake Chippewa Tribe	Tribal Council / 6 members 2 year terms	January	Chair	Voters
St. Croix Chippewa Tribe	Tribal Council / 5 members 2 year terms	June	Chair	Council
Stockbridge-Munsee Mohican Tribe	Tribal Council / 7 members 2 year terms	October	Chair	Voters

Law Enforcement

Wisconsin is a Public Law 280 state for 10 of the eleven tribes located within the state. This means that the tribe has civil regulatory authority within its boundaries, which may extend to traffic enforcement on some reservations. The tribes may assert general jurisdiction over civil matters and dispute resolution, depending on the codes and history of the tribal governments. Otherwise, responsibility for detection, prosecution, and punishment under general criminal law is largely the responsibility of the adjoining state and local law enforcement agencies.

The notable exception is the Menominee Reservation, which operates a court of general jurisdiction, hearing civil actions, regulatory matters, and misdemeanor cases through its Menominee Tribal Court system. Felonies and crimes under the federal Major Crimes Act are detected, prosecuted, and punished under federal authority.

Tribal law enforcement services may be provided directly by the tribal government, or under special contract with other local law enforcement agencies. Some contracts simply provide for payment for extra services, while others provide for cross-deputization between tribal and municipal officers in order to bridge any jurisdictional gap where a tribal court holds broader enforcement authority. In addition, the State and the tribes are in the process of resolving issues of liability for cross deputization and mutual assistance for law enforcement personnel through modification of state statutes. Another area ripe for negotiation is the sharing of the state safety services retirement program to provide less incentive for trained tribal police officers to move to non-tribal forces.

The seven Chippewa tribes are members of the Great Lakes Indian Fish and Wildlife Commission, an intertribal compact for the regulation of treaty hunting and fishing practices within the territory ceded under treaties with the federal government. Under special agreements with the State of Wisconsin, tribal conservation officers and state wardens of the Department of Natural Resources are cross-deputized to enforce tribal conservation codes and to prosecute violations in and among the several Chippewa tribal courts.

The other impetus for tribal court development over the past 20 years has been the Indian Child Welfare Act, which facilitates tribal hearing and determinations of the best interests of Indian children in need of protection and services and out-of-home placement. Except for the Menominee Court, it is unusual within Wisconsin to find a tribal court exercising general jurisdiction.

	Tribal Police Department	Conservation Enforcement	Law Enforcement Contract Services	Family Court	Conservation Court	General Jurisdiction
Bad River Band of Lake Superior Chippewa	X	X	X	X	X	
Forest County Potawatomi Tribe	X		X	X	X	
Ho-Chunk Nation	X		X	X	X	
Lac Courte Oreilles Band of Lake Superior Chippewa	X	X	X	X	X	
Lac du Flambeau Band of Lake Superior Chippewa	X	X	X	X	X	
Lac Vieux Desert Tribe (<i>Michigan</i>)		X				
Menominee Tribe	X	X	X			X
Oneida Tribe			X	X	X	
Red Cliff Band of Lake Superior Chippewa		X	X	X	X	
Sokaogon Mole Lake Tribe		X		X	X	
Stockbridge-Munsee Mohican Tribe			X	X	X	
St. Croix Chippewa Tribe		X		X	X	

5.6 Environmental Issues

Mining

Three tribes, the Sokaogon Mole Lake Tribe, the Forest County Potawatomi Tribe and the Menominee Tribe, were stakeholders in what became known as the Crandon Mine. This site near Crandon, Wisconsin, has been explored and determined to contain copper and nickel deposits. Mining permits have been sought successively by Exxon, Rio Algoma, Nicolet Minerals, and most recently by Connor Industries for a sub-surface extraction operation. The three tribes are located within the headwaters and watershed of the Wolf River, which is classified as a Wild and Scenic River and is an important influence on the history, culture, and way of life of these three tribes. No permits had yet been issued and mining had not commenced, but the three tribes asserted their interests in air, surface water, and groundwater impacts of the proposed mining operations, due to the interrelationship of the proposed mine, surface and ground waters, the Wolf River watershed, air quality, treaty hunting and fishing rights, and the tribes' assertion of their

right to participate in regulation of air and water quality under federal law to preserve the purposes of the federal reservations.

While mining could provide an economic boost to the Northeastern Wisconsin area, it is unclear how the economic benefit might weigh against the existing eco-systems. The tribes and other communities in the area have been concerned about the environmental records and capacity of the permit applicants in weighing the long-term effects on the habitat and general environment.

In September of 2003 the Forest County Potawatomi and the Sokaogon Mole Lake Tribes announced the purchase of the subsurface mining rights of the site from Connor Industries. The mining permits have therefore been put on an indefinite hold. Although mining could someday take place, the tribes will only pursue it under conditions that pose no risks to the surface and ground waters of the area and the other delicate components of the ecosystem.

Since the announcement of promising exploration activities in the mid-2000's, the Gogebic Taconite Company has announced plans to create a new open pit taconite mine in the vicinity of the Penokee Hills, south of Mellen and Upson, Wisconsin, and astride the Upper Bad River watershed. This drains into the Bad River, which flows from south to north in the middle of the Bad River Chippewa Reservation. It feeds the Bad River sloughs, known along with the Kakagon sloughs as the Wisconsin Everglades, as well as the groundwaters that replenish the wells of villages and cities. Proponents of mining and its attendant job creation crafted bills in the Wisconsin Legislature that would relax environmental requirements, speed up review and approval requirements, and permit mining in wetland areas, while a variety of associations aligned with the Bad River and other tribes are resisting the legislation and public relations blitz. Attempts to fast-track the bills met with public opposition.

In 2011-2012 the Wisconsin Legislature was contemplating changes in the state metallic mining laws to facilitate the Penokee mine. Among other features, the law diminished environmental responsibilities for surface mining by limiting definitions of impacts and standing of citizens to contest administrative action. Several tribes took official positions against the legislation as proposed, and participated in coalitions opposed to the proposed mine. Amid great controversy that was greatly simplified into a jobs vs. environmental impact dispute, the Legislature ultimately failed to pass the proposal by a single cross-over vote. A single legislative public hearing on the bill was held in a suburb of Milwaukee in mid-December 2011 and the 2012 bill was narrowly defeated.

The issue re-emerged with the new legislative session commencing in January 2013, and with a more solid partisan majority, virtually the same legislation was passed in July, 2013. Exploratory drilling has been taking place in the second half of 2013, and the potential open mine has been variously mapped to propose what may be the largest open pit mine in the country, straddling the Bad River watersheds and potentially affecting the south shore of Lake Superior. Local resistance centers around protection of the natural resources, and has generated a coalition that includes citizenry, environmental interest groups and tribes. The controversy is expected to continue into the courts and will be an economic challenge and an enormous priority to the tribes and adjacent communities for years to come.

Air quality

Major interest in air quality issues has been centered on the continuing application for mining permits for the Crandon mine, and more currently with the Penokee Hills mining proposal. The Forest County Potawatomi and the Sokaogon Mole Lake tribes have sought and secured confirmation of their status as state equivalents in determining and protecting the air quality of their reservations. And the Bad River Tribe has sought treatment as a state in order to assert its interests in the effects of the Penokee Hills mine. This occurred due to concerns with air quality degradation that might be a consequence of mining activity. Although challenged by the State of Wisconsin, the tribes have had their status confirmed, and are therefore stakeholders in the permitting process. The Bad River Tribe is engaged with the Environmental Protection Agency over the proposed taconite open pit mine and potential effects on air quality over the reservation.

Surface waters

Surface water quality issues are the concern of all the tribes, as all the tribes must rely on surface waters, as well as ground waters, that feed lakes and streams from which subsistence fishing and trapping have their source. Of particular interest to the three tribes affected by the Crandon mine were the potential effects on the Wolf River watershed and the connected lake systems that could be affected by pollutants from mine de-watering and surface run-off, as well as recharge of ground waters affecting wells and variations in lake levels that will adversely impact wild rice propagation and other usufructuary rights dependent on surface water. With the suspension of further exploration or permitting of the Crandon Mine, these concerns have been alleviated, only to be replaced in 2008 by concerns tied to drought. All tribes share concerns with acid rain, mercury contamination, pesticide inflows, and other adverse impacts on lakes and streams as they may affect subsistence uses.

A recent development has been the continuous reduction in the level of Lake Superior, thought to be a result of drought conditions in the north woods, which has impacted the sloughs at Bad River. The Kakagon Slough, famed as a vital part of the Lake Superior fishery's spawning grounds, has dwindled to a fraction of its previous size, threatening the viability of the spawning cycle. In the summer of 2007, the Bad River tribe closed the sloughs to fishing and other disturbance in hopes of preserving the spawning grounds.

In 2007 the Lac du Flambeau Chippewa tribe petitioned for treatment as a state for purposes of improving control over water quality on the reservation, which was approved in 2008. The Bad River Tribe sought treatment as a state under the Clean Water Act in 2006, citing threats of degradation of surface waters from, among other threats, surface mining proposed in the Penokee Hills. Program approval was granted By the Environmental Protection Agency in July 2009.

Proposed mining activity in the Penokee Hills is anticipated to affect surface waters feeding Lake Superior's south shore and the sloughs that are breeding grounds for the Lake Superior fishery and home to the wild rice beds that are the basis for the Chippewa

settlement legends. Mining overburden removed in the mountaintop removal process of open mining will bring minerals and metals to the surface that are otherwise not part of surface runoff systems, and while volumes and effects are variously predicted, the tribes are deeply concerned about the effect on their homeland, their local community economics, their subsistence, and the ecological balance of the area. The Bad River Tribe is engaged with the Environmental Protection Agency over the proposed taconite open pit mine and potential effects on surface and ground water quality and quantity for the reservation.

5.7 Major economic factors

Tourism

All tribal communities participate in the tourism industry, as the lakes, rivers, forests, trails, and roads provide an attractive setting for a number of outdoor activities. Recent years have seen a more concerted effort to provide a greater number of attractions and destinations. While the springboard for these efforts may have been gaming, the tribes have concentrated on alternative attractions, including increased attention to the possibilities of cultural tourism. Anecdotal evidence suggests that substantial European and Asian markets exist for cultural tourism opportunities, and the tribes have organized to form a trade organization, Native American Tourism of Wisconsin. This active organization has put together the Native Wisconsin magazine, which is published in cooperation with the State of Wisconsin and is the most requested piece out of all the tourism publications offered by the Wisconsin Department of Tourism at its gateway information centers and its national tourism information fulfillment center.

Entertainment and hospitality offerings, including museums and cultural attractions, remain the primary engine for tourism to the reservations. Recent years have seen increased public and private efforts to expand cultural tourism offerings among the reservations, including promotion of powwows and festivals, and privately operated cultural interpretive attractions. More importantly, the increased traffic to the reservations that began with entertainment and hospitality has led to development of related businesses, such as convenience stores, restaurants, gift and souvenir shops, and other visitor services.

In 2009, the Wisconsin Legislature approved an appropriation of \$200,000 per year to support the Native American Tourism of Wisconsin, to allow the hiring of a director and to aid in the reprinting of the Native Wisconsin magazine, an important organ for communications and heritage tourism focus. The newly hired director will oversee development of communications and events, and implement a strategic plan in the 2009-11 biennium. The grant to NATOW was continued for the 2011-13 biennium, albeit at a reduced figure in line with other across-the-board legislative funding reduction.

Infrastructure

In 2013 the Wisconsin Department of Transportation commenced work on state highway 47 on the Lac du Flambeau reservation. The project greatly improves access to the Lac du Flambeau downtown, including intersection expansion, traffic management, and

signaling. The decades-old Indian Bowl, a local gathering and demonstration facility, is in the fund-raising stage, proposing renovations to the facility, along with a proposed arts and cultural pursuits center. With improved access to broadband that is developed, the community plans to capitalize on tourism, attracting more and longer stays in the area, and encouraging more year-round residential population. The Tribe is currently working with EDA and the Wisconsin Economic Development Corporation toward a proposed technology park and business technology center and incubator. This follows on the 2013 study developed by Grow North, Inc., demonstrating that improved technology infrastructure would greatly enhance tourism and second home development, substantially longer stays, and establishment of industrial nerve centers in a more relaxed family and social environment.

The Lac Courte Oreilles tribe has identified its current wastewater treatment plant as an obstacle to further development. Running at capacity, the aged plant cannot be expanded, and must be rebuilt in order to serve tribal offices and buildings, tribal enterprises, and residential clusters. It has been the subject of two unfunded proposals to EDA, and the tribe is investigating other approaches.

The Lac Courte Oreilles has also launched efforts to develop broadband telecommunications, understanding the vital importance to community development.

The Bad River tribe has proposed both its woody biomass energy project and its broadband development project, understanding that renewable alternatives to purchased fossil fuel energy is an economic imperative as well as consistent with community values. Broadband telecommunications is vital to education, community health, business development, and the panoply of government interests and operations. The Broadband Planning initiatives of the past two years has brought this need to the priorities of several tribes, along with the challenges that their locations present in terms of topography, service provision economics, pipeline availability, and community knowledge.

Timber

The Menominee Tribe owns a reservation of approximately 234,000 acres, much of which is old growth hardwood timber. Historically operated as a sustained-yield forest, it provides approximately 10-11 million board feet of timber per year that is processed into building material and cabinet-grade hardwoods at the Menominee sawmill at Neopit, which employs approximately 170 people and operates a single 8 hour shift. It provides a market for approximately 25 logging contractors. Production targets are 34,000 board feet of hardwood/day or 60,000 board feet softwood. Finished wood products include S4S stock, S2S stock, W.P. 4, W.P. 6, W.P. 116, SIS2E, decking, log siding, drop siding, shiplap siding, channel lock, bevel siding, moldings, paneling, and wainscoting. The Enterprise also operates a small retail lumber yard where members can purchase lumber. It is a small operation and not advertised -- some tribal members may be unaware of its existence. The Reservation has a few small retail operations, several contractors (construction, electrical work, and plumbing), but no manufacturing other than the mill.

Timber quality on reservations other than the Menominee tends to be lower. As other reservations are located on poor soils, the species tend to be pulp woods such as aspen,

birch, and low grade conifers. Other tribes have small timber operations, allowing tribal members to cut and sell timber from tribal lands. This is done under tribal permit systems and involves paying the tribe a stumpage fee. The Red Cliff Tribe contracts with the US Department of Agriculture for cutting timber in the Nicolet National Forest for timber stand improvement, which provides employment for a few tribal loggers. Otherwise, timber production tends to be a small and sporadic business among the reservations.

In recent years, the Chequamegon and Nicolet National Forests located in north Central and northeastern Wisconsin have not achieved their own cutting goals under their ten year plan, reaching only about half of the planned annual cut. This has been partially the result of redirection of USDA management funds to the west to combat wildfires, partially the consequence of national controversy over priorities in planning and management and partially allocation of diminishing resources to ecological, recreational, forest health, and preservation concerns. Among the Chippewa tribes, concerns over the effects of logging arise in respect of treaty rights and the protection of resources. Consequences of this diminished logging have meant a continuing reduction in jobs in forest production and related industries. A current movement toward re-focusing on the annual allowable cut estimates that where if the annual shortfall were addressed, up to 4,000 jobs across the state could be recreated. The issue is not without controversy for the tribes that might benefit from the jobs, as improving the annual cut has the potential for affecting treaty hunting, fishing and gathering rights under the current tribal-USDA memorandum of understanding.

Mining

No tribe participates in mining activities, but several tribes are concerned with impacts of off-reservation mining, as discussed at Section 5.6.1.

Manufacturing

The Lac du Flambeau Chippewa Tribe is the owner of Simpson Electric, a manufacturer of digital and analog metering equipment and other electrical components. Simpson operates two plants, one on the Lac du Flambeau reservation and the other at Elgin, Illinois, where the executive offices are also located. Ownership of the plant passed to the tribe through a leveraged buy-out financed by public and private institutions in the early 1980's.

The Ho-Chunk Nation has initiated a business incubator for tribal members and others. Among other services, the incubator trains and assists tribal entrepreneurs, one of whom manufactures plastic automobile trash bins.

Farming

The Oneida Nation operates the Oneida Nation Farms, which provides food and products for tribal members at a discount while offering the same goods to the general public at reasonable rates. There is a beef cattle operation, apple orchard, cash and feed crops that

help sustain the agricultural operations. In addition, "Tsyunhehkwa," which translates into "life's sustenance," is an operation which specializes in traditional agricultural farming methods and provides natural products and herbs.

The Ho-Chunk Nation has begun operation of a bison ranch near Muscoda in southwestern Wisconsin. The stock are to be raised for meat production which has not yet commenced as the herd is yet in development. The herd currently numbers about 400. Bison meat is lower in fats and contains higher levels of iron than beef, and one of the purposes of the meat production will be to provide an alternative source of protein to tribal elders, particular those suffering from diabetes.

Subsistence activities

Although not easily quantified, members of all tribes engage in subsistence activities, upholding cultural traditions and supplementing their diet and purchased foods through hunting, fishing and gathering activities. The Forest County Potawatomi have established a deer farm, raising European red deer for commercial meat sales, and the St. Croix Chippewa have established a fish farming operation. No tribe engages in commercial wild rice production. The Lac du Flambeau and the Lac Courte Oreilles tribes have had commercial cranberry growing operations. Other than these, traditional hunting, fishing, and gathering are carried out on an individual or communal basis. A tribal member may pursue subsistence activities for his or her own family's benefit, or may engage in group activities for the benefit of friends or elders. Tribes, however, generally have laws prohibiting commercial pursuit of traditional subsistence activities.

6 Vision, Goals, Strategies

6.1 Visioning Process

The member tribes within the district are independent tribal governments. Excepting the Menominee and Stockbridge tribes which are located immediately adjacent and jointly control territory between them, the tribes are widely dispersed across the northern half of Wisconsin. There is therefore little or no opportunity for joint visioning or planning. A partial exception may be seen in the Northwoods Nii-Jii development zone which encompasses the Menominee, Sokaogon Chippewa and Lac du Flambeau Chippewa reservations. District staff have participated in development of the organization, including formation, staffing, agency relations, and development projects. It must be said, however, that each member and its attendant developable sites function autonomously and according to the plans and priorities of the member tribe rather than any plans and priorities of the development zone governing board.

There is therefore little in the way of joint visioning among the district members. The representatives of the members that sit on the District board adopt broad priorities into which projects of the individual member tribes may fit. Each member, however, sets its development priorities according to the will of its constituents through a local visioning process. This local process has, in many cases, felt the influence of surrounding, non-

Indian communities as the local municipalities come to grips with the state-mandated Smart Growth planning initiatives. The Smart Growth legislation requires review of opportunities for inter-governmental planning and coordination. Although tribal governments are not mentioned in the legislation, and are certainly not subject to the state-mandated activities and deadlines, many communities adjacent to the member reservations have explored opportunities for joint planning in a variety of governmental interests such as social services and emergency response.

Native Tourism of Wisconsin is an inter-tribal approach to low-impact tourism planning and development, encouraging communications and focusing on tribal heritage tourism. 2010 is the first year for staffing this new office and the organization's strategic plan targets development of tribal and private attractions. District staff have worked with NATOW in the development of its strategic plan, development of funding, and start-up of its new offices to be located at the Oneida tribe.

6.2 GLITC Strategic Planning

In 2015 the Great Lakes Inter-tribal Council initiated a new strategic planning process, commencing with a survey in 2014 to highlight strengths, weaknesses, opportunities and threats, outside perceptions, Board member priorities. With outside professional assistance, GLITC has redefined its mission, vision, values, and priorities, contained in the "bubble" chart at Section 11. Sustainable economic development once again emerged as a priority focusing on small business and entrepreneurship. Infrastructure continues to be a priority at the tribal government level.

6.3 Goals

General goals of the participating reservations are:

- Small business development
- Infrastructure development
- Minimal impact on forests, lakes, air and surface water
- Low-impact tourism
- Improved access to government, health and social services

6.4 Challenges and Strategies

Small Business Development Collaboration

Great Lakes Inter-tribal Council will collaborate with the American Indian Chamber of Commerce of Wisconsin (AICCW) and First American Capital Corporation (FACC): Wisconsin Indian Country Small Business Development Assistance Services and Financial Products for American Indian Owned Enterprises in broadening the scope of

small business development services and financing resources to Native business concerns. GLITC has participated in Wisconsin Marketplace held in October of each year in Milwaukee, which is a gathering of minority businesses and governmental buyers to improve opportunities for contracting. For three years, GLITC has promoted the tribes as both vendors and purchasers of goods and services and encouraged Native and other vendors to consider the tribes in developing business partnerships.

The purpose of both the AICCW and FACC is to utilize their respective resources in cooperation with other existing business development funding partners and service providers to facilitate business start-ups, expansions and capacity building to sustain successful operations resulting in measurable job and wealth creation in Wisconsin Indian Country. This work is consistent with the high priority strategies, goals and activities of the Great Lakes Inter-Tribal Council Comprehensive Economic Development Strategy (CEDS), namely small business establishment and growth. Both the AICCW (founded 1991) and FACC (established 2002) were launched with statewide missions. All of our funding partners - with the exception of the Small Business Administration (SBA) - recognize the statewide mission of AICCW/FACC - serving American Indian owned businesses on/near and off reservation locations in Wisconsin. The exception is the established FACC SBA Microloan Program service area which includes 26 Wisconsin Counties including or those with and contiguous to federally recognized reservations and other urban counties with significant American Indian populations (e.g. Waukesha and Milwaukee). The SBA rationale for establishing this FACC service area was that prior to FACC, no SBA Microloan loans were closed with American Indian owned business owners in Wisconsin. Based upon our history, the SBA recognized that AICCW/FACC has the capacity to work effectively with American Indian business owners regardless of location in Wisconsin.

Approximately 45% of AICCW and FACC American Indian business assistance and financing activities take place on or near Wisconsin Indian Reservations, with the remaining 55% of business assistance efforts targeted to American Indian business owners located off reservations - with the majority of these clients being enrolled members of one of the eleven Wisconsin based American Indian nations. This distribution of AICCW IF ACC resources is based upon demand for business assistance services and financial products from Wisconsin Indian Country. The AICCW/FACC is one of a small number of American Indian non-profits providing professional business assistance and loan products to enrolled tribal members located and doing business in off reservation markets, as well as with tribal entrepreneurs with businesses located on/near reservations.

In October of 2015, GLITC collaborated with AICCW in the presentation of Marketplace 2013. This is an annual forum for minority businesses, including those certified under various state and federal minority business development programs, that are interested in selling to federal, state and local governments, featuring presentations on procurement processes and contacts, and presentations and discussions by and between both procurement officials and vendors. For the first time, this included presentations for tribal procurement processes. Statistics gathered by GLITC show that the total annual procurement by the eleven tribes for government and enterprise purposes is over \$1 billion. A priority of GLITC is the encouragement of Native owned businesses and inter-tribal vendor-purchaser relationship

In 2015, GLITC and AICCW collaborated with three certified development financial institutions, the Wisconsin Economic Development Corporation, and the Federal Reserve Office in Minneapolis to form the Wisconsin Indian Business Alliance (WIBA). Charter and Bylaws have been drafted and accepted, and the organization will meet in November, 2015 to engage in strategic planning. Discussions have centered on seeding the organization and reaching out to Native-owned businesses, tribal enterprises and procurement offices, Tribal Employment Rights Offices, and budding Native entrepreneurs to facilitate tribal procurement, Buy Indian goal achievement, business mentoring, vendor opportunities, and mutual assistance similar to Indian business associations in other states.

See also Appendix 10.12)

Broadband Planning

In 2011, GLITC has participated with LinkWisconsin in planning meetings held in those 4 state regions encompassing reservations on behalf of the organization and the member tribes and report back to the tribal leadership and economic development staff. In 2012, GLITC will continue participation with the regional planning groups and implementation of tribal broadband access plans, including a tribal community fiber optic planning project for EDA application.

Implementation of regional and tribal plans for broadband development will require the prioritization of projects and the analysis of resources to achieve build-out of communication infrastructure.

In 2013, the Lac du Flambeau Chippewa Tribe have investigated and established a local, tribally owned fiber optic network, expanding broadband previously only afforded the local elementary school on the State government operated WisNet. Through tribal investment, the project extends fiber optic cable to 25 tribally-owned buildings, including the building leased by GLITC, and provides high-speed data and voice telecommunications that can provide a backbone for other communication services.

Both the Bad River Tribe and the Lac Courte Oreilles Chippewa Tribe near Hayward are developing strategic plans for telecom development, including build-out for government, business, residential and recreational use as a tool to encourage economic and community development. GLITC is assisting in the development of a strategic approach, with an eye toward replication with other tribes.

The Bad River Tribe is in the process of implementing a broadband service business plan for its subsidiary business, Superior Connections, offering wireless broadband service in the immediate tribal community with plans to expand towers and services to other settlements and nearby communities. See Section 5.5.4 above.

7 Performance Evaluation

7.1 Investment Criteria 2015

1. The proposed investment is market-based and results driven:

The GLITC is comprised of eleven federally recognized Indian reservations. Tribal members on the reservations historically have looked to their Tribe for development of resources, including job creation. The primary market for tribal governments and communities is the reservation constituency and residents. The secondary market is visitors to the reservation, attracted by the entertainment and hospitality businesses conducted mostly by the tribal governments. Tertiary market is non-member residents on and near the reservations. Several tribes operate healthcare and other services that serve more than tribal members. Tribal governments, through their administrative functions or through their business ventures, are the most important economic participants in each and every reservation community.

The general focus across the reservations for small business has been the development of tourism and hospitality business, with tribes providing an anchor through their casinos, hotels, and cultural attractions and encouraging supplemental and supporting service businesses. Tribes have invested in area promotional activities in concert with state and local government and tourism associations to address the needs of a largely transient market, including the Native Wisconsin developed by an intertribal tourism marketing group and printed in cooperation with the Wisconsin Department of Tourism. Comparisons of community economic data over the past 10 years demonstrate the resulting happy confluence of tribal government investment and private sector economic improvement.

The primary evaluation criterion is the number of jobs provided or created within the reservation communities. Two tribes are adjacent to one another, although located in different counties, and the rest are scattered across Wisconsin and are therefore located in individual economic systems. Each tribe sets its own priorities for development, largely independent of other tribes, but with due attention to adjacent non-Indian communities and markets.

In response to tribal governments' recognition of the need to capture and recapture payroll and service expenditures made by tribal enterprises, and to encourage the development of on-reservation family wealth as a catalyst for private development, there is increasing pressure for the encouragement of on-reservation job-creation, which the GLITC emphasizes in its work. The tribal governments themselves are the most important engine for economic development, providing major business investment in a variety of enterprises. Examples are the casinos and hotels (all), health and wellness facilities (all), construction and housing (all), museums and cultural events (all tribes), a sawmill (Menominee), retail grocery and convenience stores (4 tribes), filling stations (4 tribes), banking (Oneida), farming and livestock (Oneida and Ho-Chunk), aquaculture (St. Croix), electronic manufacturing (Lac du Flambeau) and hydro-electricity production (Lac Courte Oreilles). The tribes thus encourage related and support businesses, and plan

for business expansion in cooperation with their members according to community input and local priorities.

GLITC's recent survey and analysis in its strategic planning process has confirmed that its work to date continues to reflect the priorities of the member tribes and will guide the work of the organization for the next five years.

2. The proposed investment has strong organizational leadership:

The Board of Directors of the Great Lakes Inter-tribal Council is comprised of the highest elected official of each member tribe and reservation community within the Council, and all oversee a variety of for-profit businesses operated by the individual tribes. The Board of Directors meets bi-monthly at member reservations on a rotating basis. Planning and priorities for the organization in its various programs are conducted with and with the approval of the member tribes through their representatives and therefore reflect the priorities of the diverse member communities.

3. The proposed investment will advance productivity, innovation and entrepreneurship:

The GLITC focuses primarily on small, private business development, including on-site technical assistance and training, as well as partnerships with educational and quasi-governmental agencies. Assistance is focused through a cooperative relationship with area development agencies, which represent both governmental and private business interests. Assistance is provided for both business development and business structures, including organizational and legal issues that are not available through tribal governments.

In 2011, GLITC participated in the planning and presentation of a statewide workshop sponsored by the Federal Reserve Board offices in Minneapolis and Chicago. Key themes that arose in the course of that workshop (see attached document) were identified, along with a desire for more inter-tribal discussion and project identification. As a result, the Wisconsin Indian Economic Development Consortium developed and was active with the Federal Reserve in Minneapolis it attempting to develop capital sources for business development. Chief goal was to develop tribal interest and grants as a step toward greater fund-raising. This has not materialized and WIEDC last met in June 2013.

GLITC's experience and input from its Board of Director and in its surveys have reinforced the expressed need for continuing emphasis on entrepreneurship as a means to job development.

4. The proposed investment looks beyond the immediate economic horizon, anticipates economic changes and diversifies the local and regional economy.

Five tribes have adopted vision statements for the Fifth Generation, meaning long-range planning for tribal development into the 22nd century. Instead of reacting to available government programs and immediate development needs, tribes are beginning to lay

plans for infrastructure and community development beyond the current economic horizon.

The tribes participating in the statewide LinkWisconsin program for broadband access recognize the importance of high speed internet for education, participatory government and commerce, while the challenges of distance and topography make the provision of broadband a difficult problem.

GLITC's strategic priorities confirmed in 2015 reflect a long-term commitment in several areas, including sustainable economic development. Staff are currently engaged in mapping specific activities and goals to flesh out the priorities with measurable results.

5. The proposed investment demonstrates a high degree of commitment by exhibiting:
(a) High levels of local government or non-profit matching funds and private sector leverage; (b) Clear and unified leadership and support by local elected officials; and (c) Strong cooperation between the business sector, relevant regional partners and local, state and Federal governments.

(a) High levels of local government or non-profit matching funds and private sector leverage:

Programs and funding from the Wisconsin Department of Administration and the member tribes, together with private fundraising activities, supplement program priorities of the Economic Development Administration funding and provide approximately two times the amount of funds from EDA and two full-time positions with the Grantee.

Economic development and small business assistance funds from the Wisconsin Department of Administration amount to approximately \$90,000 per year. Funds from the member tribes and other fundraising activities vary on an annual basis, but approach \$80,000. A new contract with the US Department of Agriculture – Rural Development provides an additional \$80,000 annually beginning in 2015 that is programmed toward intertribal IT planning, distance education, financial literacy training, business development training and local business infrastructural development.

(b) Clear and unified leadership and support by local elected officials:

Leadership of GLITC is provided by the Board of Directors, comprised of the highest elected official of each member tribe, who are also leaders of substantial economic enterprises and economic development organizations. Additionally, GLITC staff makes periodic reports to the tribal governing bodies and administrative staff in order to gain input and suggestions for local needs. Thus, leadership of GLITC is directly related to the elected leadership of the entire district as well as the development efforts of the individual tribes.

GLITC is the only entity of its kind in the state of Wisconsin. It has, however, developed a sufficient reputation among tribes and federal and state agencies, so that several programs have also been expanded to serve tribal communities in Michigan and Minnesota. These programs include epidemiology and emergency preparedness planning

and practice. Strong leadership of the tribal chairs, responsiveness to the tribal communities, advocacy for the tribes, and the respect of federal and state governmental agencies for the broad array of services afforded by GLITC combine to place GLITC in a unique position to serve the tribal governments and the reservation communities, and to facilitate the intergovernmental relations with federal, state, and local agencies.

(c) Strong cooperation between the business sector, relevant regional partners and local, state and Federal governments:

The primary engine for business development within the reservations is the tribal government, which provides anchor businesses and employers. Participation by the broadest range of business practitioners, including tribal governments, casino/hotel industry, and private sector entrepreneurs, is evident in the various tourism initiatives of GLITC and the Native American Tourism of Wisconsin (NATOW). This is an association of businesses interested in reservation and heritage tourism on the reservations and includes Indian and non-Indian operators and suppliers concerned with promotion and solution sharing on an inter-tribal basis.

In the past years, GLITC has worked with Northwoods Nii-Jii empowerment zone, consisting of three reservation business communities and governments and with planning departments of two of the eleven tribes. 2013 has also seen the development of relationships with Nii-Jii Capital Partners, Grow North, Inc. and the First American Capital Corporation, organizations with regional economic development missions and goals.

8 Activities

Economic Development

Since 1975, the eleven tribes have been designated as an Indian tribal planning district of their own, encompassing the eleven reservations. GLITC is the grantee for this program, which supports the economic development planning, Small Business Technical Assistance, and the past State-tribal Economic Development Liaison programs. The primary focus of the programs in the past year has been to assist tribes in tourism development and individual entrepreneurs in business start-ups.

Two significant and more regional activities have arisen in 2010, as described in Section 2 above. These have resulted in a broader perspective than just small business development and complement activities commenced in 2009 with Grow North Economic Regional Development Corporation.

In 2009, using extra funds allocated to GLITC by EDA, GLITC joined Grow North Regional Development Corporation (<http://www.grownorth.org/>) encompassing five counties and three tribes, along with interested businesses, government agencies, and educational institutions. The alliance has engaged in planning a broadband access strategy and application to the NTIA to facilitate economic development. GLITC staff sits on its board, and assists in promoting the effort and securing the participation of interested tribes.

In 2013, GLITC was re-appointed as the Native American representative to the Grow North, Inc. Board of Directors, and is actively seeking closer relationships between the economic development entities of the 5 county region and the tribal economic development offices. In 2013, Grow North was expanded to include three new counties of rural character in northeastern Wisconsin. Grow North is a proponent for a variety of economic development interests. While dominated by the member counties, the organization has the potential for becoming an important linkage with tribes for developing strategies in such areas as rail preservation, transportation priorities, timber production, tourism, and broadband development.

State-tribal relations

At various times during the past years, GLITC has been instrumental in arranging and promoting tribal-state interaction. This has recently included several health related programs, the Small Business Technical Assistance and the tribal state liaison programs, the state budget study committee and the annual tribal-state relations reception in January. The past year has seen increased activity within the district in identifying and initiating community planning needs, including Economic Development strategies, Smart Growth participation, and homeland security planning. The regular reporting and communication point for each tribe is the tribal chair.

Among budget initiatives sought through the Wisconsin Department of Corrections has been funding for the inter-tribal re-entry program in early 2009. The department of Corrections has been an enthusiastic proponent of this potential model, due to the state Administration's policy of government-to-government relations. Although included in the State budget at \$350,000 and approved by the Joint Finance Committee, the funding was reduced to \$50,000 in the Governor's 2009 veto due to a misunderstanding about the source of revenue to fund the program. Building on this minimal appropriation, the Wisconsin Indian Tribal Re-integration Program grant application to the U.S. Department of Justice was forged in collaboration with the Wisconsin Department of Corrections.

The member tribes have sought to enter into an inter-tribal agreement with the Wisconsin Department of Transportation particularly with respect to ARRA-funded projects through or adjacent to Indian reservation lands. Member tribes' discussions in consultation with DOT staff have indicated a willingness to investigate the Department's authority to require some level of Native contracting or employment in bid processes, and GLITC has recently drafted a letter from the Board to the DOT formally requesting further negotiations in the interests of tribal employment and contractor development. This willingness has resulted in the US Highway 41 project through the Oneida reservation and the US Highway 2 project at Bad River, as well as the state highway 47 project at Lac du Flambeau being proving grounds for better contractor relations and achievement of tribal jobs goals.

GLITC has also participated and presented at WisDOT annual state-tribal transportation meetings and consultations in recent years, promoting Tribal Employment Rights Offices, availability of tribal workforce and capacity, and Native contractors for transportation projects

Re-entry training.

In September 2010, the Re-entry Training proposal was approved for funding under the U.S. Department of Justice Second Chance program. In late November 2010, the intertribal memorandum of agreement was signed at the Oneida Reservation, and the recruitment and hiring process was begun, to be completed in early 2011. Further design, collaborative relationships with job training programs, housing, and social services programs, and roll-out of the project to inmates close to release dates happened in the first quarter of 2012 at the Sanger Powers Facility near Green Bay. New funding has been acquired for 2013-14 and the program was expanded to a third institution beginning in January 2014.

The program has operated successfully since then, placing former inmates in training and jobs program, and pursuing community reintegration, while reducing recidivism and breaking cycles of dependence..In late 2014, however, the program was not re-funded, and its future is uncertain

Broadband Planning

Beginning in November, 2010 the first orientation meetings of regional planning teams under the LINKWisconsin broadband planning project were held. Regions 1, 2, 3, 4, 5, and 8 have provided for tribal representation and GLITC staff have attended and participated in the orientation and follow-up meetings and teleconferences along with tribal representation. This effort continued into 2013. While there are no plans or funding for broadband deployment in the near future, the team approach has begun to identify the state of the field and to approach identification of doable, fundable individual projects that would encourage providers to invest in broadband infrastructure that would bring general broadband deployment closer to reality.

As a result of individually expressed tribal priorities in broadband development, GLITC will convene a meeting of tribal stakeholders to explore possible inter-tribal cooperation and broadband development.

In 2015, GLITC consulted with the Lac du Flambeau tribe and the Bad River Tribe in analyzing data and planning for development of a Broadband business incubator and Technical Center and for expansion of Superior Connections respectively.

Buy Indian Initiative

In 2010, EDA allocated supplemental funds to GLITC for the purpose of researching and developing a list of Native vendors. This is in response to tribal interests in employment and contractor development, seeking Native vendors to supply some procurement needs of tribes. A list is under development to identify vendors on or near the reservations and products of services that the tribal governments and agencies can use. This has resulted in a flatfile list of Native American potential contractors. Discussions are under way for developing a relational database for tribal use in conjunction with the American Indian Chamber of Commerce. Tribal employment rights offices are also being solicited for input.

The tribes continue to prioritize a Buy Indian policy, and the systemic approach has so far met with broad approval, but specific implementation has been less successful. The initiative continues to be attractive as a means of jobs development, but the statewide solutions that have been proposed between GLITC and AICCW have not been met with similar enthusiasm.

In 2015, resulting from frustration in raising funds for capital availability and seeing a need for development assistance at all levels of Native entrepreneurial efforts, GLITC and AICCW have partnered with three other CDFI's, the Wisconsin Economic Development Corporation, and the Federal Reserve Office in Minneapolis in the formation of the Wisconsin Indian Business Alliance to consolidate capital availability, business and financial education and development, and vendor/purchaser connections. Chartered during 2015, the organization will engage in planning activities in November 2015 to set organizational goals and activities for the next years.

Heritage Tourism

GLITC and the tribes have long recognized the unique appeal of tourism based upon tribal culture and heritage, both to domestic and foreign tourists. The SBTA and State tribal liaison programs have been quite active in past years in assisting tribes that have requested assistance in developing heritage tourism committees, planning related activities, and developing resources for heritage tourism projects. In 2009, for the first time, GLITC and the tribes succeeded in securing an executive budget proposal to fund NATOW for the 2009-11 biennium.

In early 2010, GLITC, NATOW, and the Stockbridge-Munsee and Oneida tribes negotiated the spin-off of NATOW into an independent agency, steered by direct tribal representation, and having its own staff and Native contractors and vendors. This continues at the present.

NATOW continues to contribute to the reservations economic picture and reports to the GLITC Board of Directors on activities and plans at each GLITC Board meeting. It continues to receive annual support from the Wisconsin Department of Administration, and to collaborate with the Wisconsin Department of Tourism. It too has a new strategic plan along with a new executive director, and is considering developing its own 501(c)(3) organization to facilitate funding and fund raising.

Entrepreneurial Training

A survey of tribal communities has shown a great need for accessible business training. There is no dearth of entrepreneurial spirit for small business, but business development and training resources tend to be centered at great distances from the reservations. Although funds for entrepreneurial training expired in 2008 and again in 2011, the tribal leaders have directed continued fund seeking for this as a priority along with funds for small business development assistance, and several applications are pending. New funding was applied for with the USDA, and was granted in 2014.

Other tasks completed since the past annual report include:

- Entrepreneurial financial literacy training – in 2010 GLITC submitted an RBOG

proposal to USDA Rural Development to re-establish this program. This was funded for 2010-11. Similar funding was applied for in 2014, and has been granted.

- Nii-Jii Capital Partners – This is a certified community development financial institution that has grown out of Northwoods Nii-Jii, which encompasses the Menominee, Mole Lake Sokaogon, and Lac du Flambeau communities. GLITC staff sits on the loan committee, reviewing business plans and loan applications for small business start-ups and growth on the three reservations. Incomplete business plans can be referred to the Small Business Technical Assistance program for further research and clarification.
- With the development of the Wisconsin Indian Economic Development Coalition in 2012, credit and finance providers, counselors, and technical assistance providers have come together to strategize about increasing access to credit and entrepreneurial training for Native businesses across the state. The ongoing consultation which occurs approximately every four or five weeks guides the group in identifying needs and projects. This organization has expanded its focus in the course of 2015 and has renamed itself the Wisconsin Indian Business Alliance. The Wisconsin Indian Business Alliance consisting of the collected Native CDFI's, loan funds, and other capital development providers and GLITC have worked together through 2014 to develop and propose to the Tribes and the State of Wisconsin a use for tribal gaming contributions to fund more lending capital availability for Native business development and expansion. Proposals to the Wisconsin biennial budget were not successful in 2015, and the Alliance is concentrating on a different approach.
- Broadband planning has become a priority for several Economic Development entities across the north, and in 2013 GLITC has participated in the broadband planning discussions of Grow North, the Lac du Flambeau Tribe, the Bad River Tribe, and the Lac Courte Oreilles Tribe.

Activities of the District's central office are likely to continue in the same vein in the coming years, responding to the varied needs and priorities of the participating tribes.

9 Economic Development Priorities

9.1 General Priorities

The GLITC Board of Directors has maintained the priorities set forth in previous years, but in addition has approved focus on access to credit and entrepreneurial training as important to infrastructural foundations and a means to business development and thus job creation.

The stated priorities of the Economic Development program are as follows:

- Small Business
- Infrastructure
- Tourism
- Commercial/retail business
- Forest products/Natural Resources

These priorities are confirmed by the Board of directors annually.

With the development of the WIEDC and its network in 2012, the tribal communities should see a higher profile of assistance in business and economic development to small businesses. In addition, a closer working relationship between tribal and other local economic development organizations and offices will lead to more awareness of economic development's regional impacts. In 2013, however, one of the Native CDFI's in Wisconsin closed down. With the failure of funding proposals to date, the WIBA planning process will attempt another, longer-term approach.

It is also expected that the recent trend toward broadband access discussions and planning across rural northern Wisconsin will affect the priorities in the future.

9.2 Tribal Infrastructure Priorities

1. In 2013, the Lac du Flambeau, Lac Courte Oreilles, and Bad River tribes have identified a priority for broadband development in their communities, seeking to create both wireless and wireline, tribally owned and operated data and communication networks to serve tribal government, tribal enterprises, private enterprises, and residential customers. Planning, investigation and engineering studies are ongoing and initial funding proposals have been submitted to EDA and other possible sources, and discussions have been proceeding with the other Chippewa tribes. Bad River Tribe has begun implementation of a broadband development plan with the establishment of Superior Connections, a wireless broadband provider.
2. The Lac du Flambeau Tribe has modified its broadband development plans to concentrate on the development of a Technology Center and Technology Park to encourage tribal and non-tribal e-commerce and tourism development. The 2013 study commissioned by Grow North, Inc. has demonstrated a desire among tourists, second home owners, and urban vacationers to have access to broadband facilities in the Northwoods that would facilitate distance management, entrepreneurial e-commerce, and amenities that would revitalize longer stays and enhance local development. This builds on the tribes prior investment in its fiber optic network
3. The Bad River Tribe has identified a woody biomass energy project to assist in providing heat and power to the tribal hotel, elder housing, store, and health and

wellness Center, using biomass waste from the tribal forests and providing employment to tribal citizens. An initial proposal for funding has been submitted to EDA in 2013 and is still pending.

4. The Lac Courte Oreilles Tribe has identified a priority for expansion of its sewage treatment facilities. The current facility is running at capacity and there is a lack of suitable soils for septic fields, along with proximity to many lakes that militates against alternatives other than holding tanks, and is therefore an obstacle to building, residential use, and business expansion.

10 Appendix -- Reservation Profiles

The following Reservation profiles are compiled from information provided by the Tribes and assembled by the Wisconsin Department of Administration.

10.1 Bad River Band of Lake Superior Chippewa Indians

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Phone: 715-682-7111
FAX: 715-682-7118

WEBSITE: www.badriver-nsn.gov
www.badriver.com

Robert Blanchard, Chairman
Eldred Corbine, Vice-Chairman
Barb Smart, Treasurer
Etta Burns, Secretary

Council Members:
Bonnie Green, Senior Council Member
Etta Burns, Senior Council Member
Dawn O'Connor, Junior Council Member

There are currently 6,945 Bad River tribal members
The Bad River Reservation totals 124,655 acres

57,884 (46.4%) acres are tribally owned

34,051 (27.3) acres are considered fee land

26,813 (21.5%) acres are considered other fee land

2,970 (2.3%) are considered municipal

The Bad River tribe is the largest employer in Ashland County (*Source: Wisconsin Department of Workforce Development*), employing approximately 482 people.

1. The Bad River tribe is governed by a seven-member Council

The Council meets monthly

Decision-making is by majority rule and the chairman only votes in the event of a tie

Elections are held annually with four positions up for election one year and three the following year

The Bad River Reservation in northwestern Wisconsin is the largest Chippewa reservation in the state. The reservation boundaries include lands in Ashland and Iron counties, 17 miles of Lake Superior shoreline and over 100 miles of rivers and streams. The Bad River Reservation is 124,655 acres of primarily undeveloped and wilderness land, of which 57,884 acres are in trust. Odanah, the Ojibwe word for town, is the main village and the seat of government for the tribe. Odanah is located ten miles east of Ashland on U.S. Highway 2. The band enjoys both on and off-reservation (ceded territory) hunting, fishing, and gathering rights as recognized in the Treaty of 1854 and *LCO et al v. Voight*, 700 F.2d 342 (7th Cir. 1983).

The Chippewa (also known as the Ojibwe or Anishinabe) Indians of present-day Wisconsin are the descendants of a northern Algonquian people who originally lived in an extensive area mainly north of lakes Superior and Huron. They began migrating across the Great Lakes region long before Europeans arrived. As the European fur trade penetrated into the Great Lakes region, the Chippewa moved from the backwoods and upriver areas and established villages at points of trade. Soon after the organization of the new territory, a land cession treaty was signed that secured approximately half of the present state of Wisconsin from the Chippewa, Sioux, and Winnebago Indians. Officials sought the land cession to enable lumbering on a large scale along eastern tributaries of the Mississippi River. The land cession treaty of 1837 provided legal access to these lands.

After lumbering began, reports of copper deposits along the shores of Lake Superior led federal officials to push for new land cessions from the Chippewa Indians. Following the treaty of 1842, copper mining boomed and the region led the world in copper production by 1890.

The Treaty of 1854 finalized the ceding of the land south of Lake Superior. The treaty also established reservations for various bands, including Bad River, located on the south shore of Lake Superior and Madeline Island. The influx of white settlers progressively displaced the Chippewa from their traditional use of the ceded lands.

Law Enforcement

One chief, one sergeant and three officers

Cross-deputized to serve on tribal land and in Ashland County in conjunction with the Ashland County Sheriff's Department

Funded primarily with tribal funds, discretionary federal grants, and Wisconsin Office of Justice Assistance grant funds

Court System

Four judges

Must be admitted to the tribal bar to practice

The Bad River Court System handles cases such as child welfare, divorces, and conservation violations

Funded by the U.S. Bureau of Indian Affairs, Great Lakes Indian Fish & Wildlife Commission and tribal funds

Education

Youth are educated by the Ashland School District (480 students/21% of the student population).
Source: Ashland School District.

One tribal school:

Head Start facility currently educates 59 children

Healthcare

Clinic provides general practice services

Funded by tribal funds, Indian Health Service and the Wisconsin Department of Health and Family Services

Social Services

Day care

Domestic abuse counseling and assistance

Indian Child Welfare Act programs

Funded through a variety of sources including tribal and the Wisconsin Department of Health and Family Services

Non-tribal members can take advantage of some of the social service programs offered

Enterprises are all located in Ashland County

Bad River employs approximately 482 people

Business Type of Business

Bad River Lodging
Odanah, WI

Bad River Casino Gaming
Odanah, WI

Moccasin Trail IGA Grocery store
Odanah, WI

Moccasin Trail Conoco Gasoline/light grocery
Odanah, WI

Superior Connections Wireless Broadband Services
Odanah WI

10.2 Forest County Potawatomi Community

P.O. Box 340
Crandon, WI 54520
Phone: 800-960-5479 or 715-478-7200
FAX: 715-478-5280

Website: <http://www.fcpotawatomi.com/>

Executive Council:

Harold "Gus" Frank, Chair
Hartford Shegonee, Vice Chair
Richard Gouge, Treasurer
Lorna Shawano, Secretary
Brooks Boyd, Council Member
Heather VanZile, Council Member

Location: Forest and Milwaukee Counties, Wisconsin

There are roughly 1,400 FC Potawatomi tribal members.
The Potawatomi Reservation, located primarily in Forest County, totals 12,000 acres.

9,000 acres are trust land

3,000 acres are fee land

There are also seven acres of trust land in the City of Milwaukee

Approximately 531 tribal members live on reservation, trust, or fee land (Source: *US Census Bureau*)

Additionally, large numbers of tribal members live in the Milwaukee area

The Potawatomi are the largest employer in Forest County and among the largest in Milwaukee County. Approximately 700 of the Tribe's 2,700 employees work in Forest County. (Source: *Wisconsin Department of Workforce Development*)

The Potawatomi are governed by a General Council and an Executive Council.

The General Council meets four times per year.

Made up of all eligible voting tribal members

Elects the Executive Council

Creates ordinances, adopts resolutions, employs legal counsel, manages property, etc.

Executive Council meets monthly.

Includes chair, vice-chair, secretary, treasurer and two council members

Consults and negotiates with federal, state and local governments and corporations; manages financial affairs, etc.

All Executive Council actions are subject to review and approval by the General Council

Decisions are made by a majority rule

Terms are staggered.

The annual election of those three (3) officers whose terms expire at the Executive Council meeting in November shall be held on the Saturday prior to the regular Executive Council meeting in November.

Officers and members of the Executive Council shall be elected for a term of two (2) years or until his or her successor is duly elected and installed.

The Potawatomi are Algonquin, a European term based upon linguistics, and Neshnabek, a Potawatomi word that means "original people." The Potawatomi were part of a confederacy with the Ojibwa (Chippewa) and Odawa (Ottawa) Indian tribes. This group was known as the Council of the Three Fires.

At the time of first contact by the Europeans, the Potawatomi people were living in what is today lower Michigan, Ohio, Indiana, Illinois and Wisconsin. To the west of Lake Michigan, the Potawatomi land base extended from Illinois to Green Bay, Wisconsin.

The Potawatomi signed 42 treaties with the United States government which is more than any other tribe. Below is a summary of the most notable treaties as well as other historical events:

In 1795, the first of many treaties which took Potawatomi lands was signed in Ohio.

In 1830, the Indian Removal Act passed under President Jackson. This act forced all Indians living east of the Mississippi River to move to Indian Territory in the west.

In 1833, the Potawatomi lost all of their land east of the Mississippi River in the Treaty of Chicago. This treaty took 5,000,000 acres of Potawatomi land.

During this period, the U.S. military rounded up many of the Potawatomi and forcibly removed them from traditional lands. These Potawatomi people eventually settled in Kansas and Oklahoma.

Groups of Potawatomi refused removal and fled into Wisconsin, Michigan, and Canada.

Around 1880, a group of Potawatomi settled in an area near Blackwell and Wabeno in Forest County. This group was the origin of the Forest County Potawatomi Community.

In 1913, the Forest County Potawatomi Community was officially recognized and made its initial land purchases to establish a reservation.

In 1937, the Forest County Potawatomi Community formally adopted a new form of government. A constitution and bylaws were adopted that provided for a tribal chairman, vice-chairman, secretary, treasurer, and two councilmen.

In 1982, a second Forest County Potawatomi constitution and bylaws were signed, which superseded the original 1937 constitution.

In 1988, the National Indian Gaming Regulatory Act was approved. This act allowed for the operation of gaming by Indian tribes on Indian lands.

In 1991, the Forest County Potawatomi Community opened Potawatomi Bingo in Milwaukee.

Law Enforcement

The Potawatomi do not have a law enforcement office.

Court System

The Potawatomi have an independent Tribal Court.

Cases include: Indian child welfare, adoptions, truancies, name changes, and limited small claims cases.

Education

Potawatomi youth are educated in two primary school districts: Crandon and Wabeno.

In the Crandon School District, there are 317 Native American students representing 31% of the student body. **

In the Wabeno School District, there are 132 Native American students representing 21.8% of the student body. **

***Please note that these figures are total Native American student enrollment in these school districts, not exclusively Potawatomi students. (Source: Wisconsin Department of Public Instruction)*

Healthcare

The Health and Wellness Center in Crandon provides: routine medical care, radiology, community health, pharmacy, dentistry, optical, speech therapy, massage therapy, physical therapy, smoking cessation, diabetes treatment, chiropractic, maternal health, and behavioral health services.

Funded by Potawatomi, with some funds coming from the Indian Health Service and the Wisconsin Department of Health and Family Services

These services are open to all residents of Greater Forest County. It is estimated that 60% of the services provided are to non-Native Americans.

Social Services

The Potawatomi provide the following social services: Head Start, youth counselors, tutoring programs, prenatal/postnatal programs, Choices Youth program, domestic violence program, elder advocate program, Community Cares, day care, family services programs.

Funded through a variety of tribal, state and federal monies.

Potawatomi employs approximately 2,700 people
There are 800 employees in Forest County.
60% of those are non-native, 40% are Native American
Milwaukee County (1,900 employees)

91% are non-native, 9% are Native American

Business Type of Business

Potawatomi Bingo & Casino Gaming
Milwaukee, WI

Northern Lights Casino Gaming
Carter, WI

Potawatomi Red Deer Ranch Deer farm
Laona, WI

Potawatomi Traveling Times Newspaper
Wabeno, WI

Indian Springs Lodge Hotel and conference center
Carter, WI

Potawatomi Convenience Store Gas station
Wabeno, WI

Potawatomi Business Development Corporation Capital investment, real estate
Brookfield, WI

10.3 Ho-Chunk Nation

Tribal Office Building
P.O. Box 667
Black River Falls, WI 54615
Phone: (715) 284-9343 / (800) 294-9343
Fax: (715) 284-2632

Website: www.ho-chunknation.com

Wilfrid Cleveland, President

Members of Tribal Legislature by Legislative Area:

District I - Ashland, Barron, Bayfield, Buffalo, Burnett, Chippewa, Clark, Douglas, Dunn, Eau Claire, Florence, Forest, Iron, Jackson, Langlade, Lincoln, Marinette, Menominee, Oconto, Oneida, Pepin, Pierce, Polk, Price, Rusk, St Croix, Sawyer, Taylor, Trempealeau, Vilas and Washburn Counties
Representatives: Gregory Blackdeer, Doug Greengrass, Susan Weber

District II - Columbia, Crawford, Dane Grant, Iowa, La Crosse, Lafayette, Monroe, Vernon, Richland and Sauk Counties:
Representatives: James Greendeer, Henin Garvin, Andrea Estebo

District III - Adams, Brown, Calumet, Door, Fond du Lac, Green Lake, Juneau, Kewaunee, Manitowoc, Marathon, Marquette, Outagamie, Portage, Shawano, Sheboygan, Waupaca, Waushara, Winnebago and Wood Counties:
Representative: Kathy DeCamp, Darren Brinegar

District IV - Dodge, Green, Jefferson, Kenosha, Milwaukee, Ozaukee, Racine, Rock, Walworth, Washington and Waukesha Counties:
Representative: Shelby Visintin

District V - Consists of everyone who is an enrolled Tribal member but lives outside Wisconsin:
Representatives: Greg Littlejohn (Hokah, MN), Matt Mullen, Kathy Lone Tree-Whiterabbit Forrest Whiterabbit

There are currently 6,563 Ho-Chunk tribal members (as of 9/21/10)

17 and under = 1,947

Ages 18 - 64 = 4,308

64 and older = 308

The Ho-Chunk Nation is not located on one continuous land base, such as a reservation, but has scattered communities and acreage.

HCN Trust Land Acreage – 2,108.153

HCN Fee Simple Acreage – 5,624.791

Counties where HCN Trust Lands are located: Adams, Clark, Crawford, Eau Claire, Jackson, Juneau, La Crosse, Sauk, Shawano, Vernon & Wood Counties in Wisconsin

Additionally, large numbers of tribal members live in Minneapolis, Madison, Milwaukee, and Chicago

Ho-Chunk Nation is the largest employer in both Sauk and Jackson County.

Non Ho-Chunk member gaming employees ----1,664

Ho-Chunk member gaming employees ----- 268

Non Ho-Chunk non gaming employees----- 65

Ho-Chunk non gaming employees----- 510

3,095 Total

The HCN is governed by a constitution that created four branches of government.

The HCN Constitution:

Article IV, General Council retains the power to:

Set policy for the Nation

To review and reverse actions of the Legislature for legislative reconsideration

To review and reverse actions of the Judiciary, does not retain the power to review and reverse decisions

Propose amendments

To call for a Special Election

Actions by the General Council shall be binding

Annual meetings-all eligible voters at least 18 years old

Article V, Legislature retains the power to:

Make all laws, codes, ordinances, etc.

Establish all expenditures by law and appropriate funds

Set its own procedures

Acquire or purchase land

There are a total of 24 legislative powers

The HCN Legislature holds bi-monthly legislative meetings and monthly district meetings

Article VI, Executive Branch power:

Is vested in the President of the Ho-Chunk Nation

Composed of any administrative departments created by the legislature, at present consists of Administration, Business, Education, Health, and Social Services, Heritage Preservation, Housing, Justice, Personnel, and Treasury

Powers of the President:

Execute and administer all laws of the Ho-Chunk Nation

Preside over meetings of the legislature

Cast a deciding vote

Call for Annual and Special Meetings of the General Council

Represent the Ho-Chunk Nation on all matters that concern its interest and welfare

Article VII, Judiciary is composed of:

HCN Tribal Court-Chief Judge and Associate Judges

Traditional Court-traditional dispute resolutions, made up of Traditional Clan leaders

Supreme Court-Chief Justice and Associate Justices

The judicial power of the HCN shall be vested in the Judiciary

They have the power to interpret and apply the Constitution and laws of the Ho-Chunk Nation

The Legislative, Executive, and Judiciary branch officials are all elected

The terms of the president and legislature are four years and the chief justice of the Supreme Court has a six-year term. Terms are staggered

In 1634, when the French explorer Jean Nicolet waded ashore at Red Banks, people of the Ho-Chunk Nation welcomed him. For some 360 years, this nation was labeled as the Winnebago Tribe by the French. In November 1994, the official results of the Ho-Chunk Nation secretarial election were published, approving the revised constitution and the proper name of the nation reverting to the Ho-Chunk (People of the Big Voice) which they have always called themselves, thus establishing the Ho-Chunk Nation. The exact size of the Ho-Chunk Nation was not historically documented at the time. However, their territory extended from Green Bay, beyond Lake Winnebago to the Wisconsin River and to the Rock River in Illinois, tribal territory was by the Treaty of 1825, 8.5 million acres.

While most people think of Native Americans as hunters or gatherers, the Ho-Chunk were also farmers. For example, their history tells of corn fields south of Wisconsin Dells, "that were as large as the distance covered when you shoot an arrow three times." They appreciated the bounty of the land we now call Wisconsin.

Their story is the story of a people who loved the land of Wisconsin. In the last 170 years they faced tremendous hardship and overcame long odds to live here. Their troubles

began in the late 1820's when lead miners began to come into southwestern Wisconsin. At that time, the U.S. Government recognized the Ho-Chunk as a sovereign nation and the fact that they held title to more than eight million acres of some of the finest land in America. Treaty commissioners, speaking for the United States, promised they would punish any whites going on recognized Ho-Chunk lands. However, the lure of lead and good farmland proved too great. Within ten years, the U.S. government reversed its position. The Ho-Chunk were forced to sell their remaining lands at a fraction of its worth and were removed from Wisconsin.

First, the Ho-Chunk people were moved to northeastern Iowa. Within ten years (1846), they were moved to a wooded region of northern Minnesota. They were placed there as a barrier between warring Lakota and Ojibwe. As a result, the Ho-Chunk were victims of raids by both. At their request, they were to be moved to better land near the Mississippi River. European immigrants objected and before they could move, the U.S. Senate moved them further west. Within four years of their arrival (1859), the U.S. reduced their reservation from 18 square miles to nine square miles.

Four years later (1863), they were moved to a desolate reservation in South Dakota surrounded by Lakotas. The U.S. allowed the Ho-Chunk to exchange their South Dakota reservation for lands near the more friendly Omahas of Nebraska in 1865.

Throughout this time, many Ho-Chunk refused to live on the increasingly poor areas away from their abundant homelands in Wisconsin. Many returned to Wisconsin. The memories of living Ho-Chunk contain stories of their elders being rounded up at gunpoint, loaded into boxcars and shipped to "their reservation" in Nebraska. The Wisconsin Ho-Chunk do not have a reservation in Wisconsin, but portions of land that hold "reservation" status. Today, all Wisconsin Ho-Chunk tribal lands are lands they once owned, but have had to repurchase.

Housing – (608) 374 -1225

Home Ownership Program
Property Management – tribally funded rental units for HCN members
Ho-Chunk Housing Community Development Agency (HHEDA) – commonly known as HUD
housing - (800) 236-2260

Education – (800) 362-4476

Supportive Education Services – HCN youth are educated in four primary school districts:
1) Tomah; 2) Black River Falls; 3) Baraboo and 4) Wisconsin Dells
Higher Education – post high school funding
Head Start – Pre-kindergarten
Johnson O'Malley

Labor – (800) 294-9343

Tribal Employee Rights Ordinance (TERO) – certification of Indian preference for contracting and subcontracting; safety
477 Federal Program – supportive services; youth employment
*Training – acquire/maintain certifications. Licenses; payment of CEU's training **Health & Social Services**- funded by HCN, Indian Health Services and the Wisconsin Department of Health and Family Services. HCN currently operates two tribal health care clinics in rural Black River Fall and Wisconsin Dells

Health - (888) 685-4422

Social Services - (888) 343-8190

Ho-Chunk Health Care Center - (888) 685-4422

Health Care Center – Wellness Center, Wisconsin Dells - (888) 559-5294

Health Management

Food Distribution Program

Community Health Representatives

Community Health Nurses

At-Large Health Care

Family Resources

Youth Drop-In Centers

Tribal Aging Unit (TAU)

Emergency Assistance

Alcohol/Drug Program

Child Care Vouchers

Environmental Health

Indian Child Welfare

Independent Living

Domestic Abuse

Parenting Skills

Veteran's Services - 715-284-4563

Personnel (800) 232-0086

Employment Listings

Heritage Preservation

Cultural Resources - (800) 561-9918

Enrollment - (800) 331-7824

Natural Resources (715) 284-2531

Language Program - (800) 492-5745

Branch Offices

Chicago - (773) 202-8433

La Crosse (Three Rivers House) - (608) 783-6025

Madison – (608) 277-9964

Milwaukee – (414) 747-8680

St. Paul – (651) 641-801

Tomah – (608) 374-260

Wisconsin Dells – (608) 356-4197

Wisconsin Rapids/Nekoosa – (715) 886-5392

Wittenberg – (715) 253-3847

House of Wellness - (888) 552-7889

Ho-Chunk Nation Executive Office and Legislature

(715) 284-9343 (800) 294-9343

4 EDITED 1-2009 5 EDITED 1-2009

Wa ehi hoci - Courts (800) 434-4070

Business Type of Business

Ho-Chunk Casino, Hotel & Convention Center Gaming/lodging/meeting facility
Wisconsin Dells/Baraboo, WI entertainment

Majestic Pines Casino & Hotel Gaming/lodging facility
Black River Falls, WI

Rainbow Casino Gaming
Nekoosa, WI

DeJope Bingo Gaming
Madison, WI

Tomah Ancillary Casino Gaming
Tomah, WI

Wittenberg Ancillary Casino "Ho-Chunk North" Gaming
Wittenberg

Crocketts Resort and RV Park Campground/ Gas Station
Lyndon Station Delton, WI

Ho-Chunk Distribution Center Gaming/ Office Supplies
Tomah, WI

Ho-Chunk Theater Entertainment
Tomah, WI

Ho-Chunk Textiles Apparel
Tomah, WI

Ni Si ni Bottled Water

Whitetail Crossing Convenience/gas stations
Baraboo, WI
Black River Falls, WI

Nekoosa, WI
Tomah, WI
Wittenberg, WI

10.4 Lac Courte Oreilles Band of Lake Superior Chippewa Indians

Lac Courte Oreilles Tribal Governing Board
13394 West Trepania Road
Hayward, WI 54843
Phone: 715-634-8934
FAX: 715-634-4797

Michael "Mic" Isham Jr., Chair
Russell "Rusty" Barber, Vice-Chair
Norma Ross, Secretary/Treasurer

Council Members:
Rosalie Gokee
Jason Weaver
Joel Valentin
Jason Schlender

Location: Sawyer County, northwest Wisconsin

There are currently 7,275 Lac Courte Oreilles (LCO) tribal members.

- 17 and under = 1098
- Ages 18 - 64 = 5,360
- 65 and older = 817

The LCO Reservation, located mostly in Sawyer County, totals 76,465 acres; approximately 10,500 acres are lakes.

24,364.89 acres are tribally owned

23,652.26 acres are individually allotted

6,072.38 acres are considered fee land

LCO has additional trust land located in Burnett County near Rice Lake and Washburn County near Rocky Ridge Lake

Approximately 2,252 tribal members live on reservation, trust, or fee land along with 708 non-tribal members.

Additionally, large numbers of tribal members live in Minneapolis, Milwaukee, and Chicago.

LCO is the largest employer in Sawyer County (*Source: Wisconsin Department of Workforce Development*), employing approximately 900 people.

The LCO Tribal Governing Board is composed of seven members.

A chairperson

Vice-chairperson

Secretary/treasurer

Four council members

The council meets weekly

Decisions are made by a majority rule

Elections are held in June every two years (every odd numbered year) for a four-year term.
Terms are staggered

The Lac Courte Oreilles Band of Lake Superior Chippewa Indians of Wisconsin historically occupied a vast territory within a 100 mile radius of the present location of the Lac Courte Oreilles Reservation located near Hayward, WI. The Lac Courte Oreilles (LCO) people are one band of the large Ojibwe Nation that originally occupied the upper eastern woodlands area of the North American continent. The Treaty of 1854 established the LCO reservation.

In the years of 1825, 1837, and 1842, many bands of the Ojibwe Nation entered into sovereign treaties with the United States. In the treaties, the Ojibwe Nation ceded territories of land, which became a part of the United States and reserved unto themselves rights to use the land and its resources. In 1854, the Treaty of LaPointe established specific territorial rights of the LCO people including the right to hunt, fish, and gather in the northern third of Wisconsin. The off-reservation hunting, fishing, and gathering rights of the Ojibwe people were recognized in 1983 after years of litigation in *Lac Courte Oreilles v. Voigt*, 700 F.2d 341 (7th Cir. 1983). In addition to Wisconsin, off-reservation hunting, fishing, and gathering rights were subsequently established in the State of Minnesota in a similar treaty rights case involving a Minnesota tribe.

At the time the LCO reservation was established, the tribal elders wanted to protect certain resources that included wild rice beds and fishing areas on the Grindstone, Chief, and Lac Courte Oreilles Lakes. The land was also rich in timber stands of oak, conifer, maple, hickory, cedar, and birch. There were bountiful fishing sites on the Chippewa, Chief, and Couderay rivers as well as hunting and trapping areas for waterfowl, deer, bear, beaver, mink, muskrat, and other game. The Tribe also used historical water transportation routes via the Chippewa, Flambeau, and Namekagon rivers.

Although the tribe already had a traditional government that provided safety and welfare to its people, after years of resistance, the Lac Courte Oreilles Tribe adopted an Indian Reorganization Act Constitution in 1966. The constitution establishes a seven member Tribal Governing Board to make decisions on behalf of the LCO people on the areas of land, establishment of a tribal court, ordinances, contracts, agreements, governmental negotiations, tribal businesses, housing, etc. The constitution recognizes the sovereign immunity of the tribe along with jurisdiction within its territory on and off the reservation. The LCO Tribe is a federally recognized tribal government that exercises its rights of sovereignty and governance established by the treaties of 1825, 1837, 1842, and 1854 along with its constitution, initially adopted in 1966.

Law Enforcement

Five officers

Cross-deputized with the Sawyer County Sheriff's Department

Funded primarily with tribal funds, some discretionary federal grants, and Wisconsin Office of Justice Assistance funds

Court System

One judge

Practitioners must be admitted to the tribal court bar

The LCO court system handles cases such as child protection, guardianships, civil, traffic, divorce, custody, child support, paternity, domestic abuse, small claims, contracts, and recognition of foreign orders

Funded by the U.S. Bureau of Indian Affairs, U.S. Bureau of Justice Assistance-Office of Justice Programs, Great Lakes Indian Fish & Wildlife Commission and tribal funds

Education

LCO youth are educated in three primary school districts. These districts are:

Lac Courte Oreilles School

Winter School District (70 students/17% of student body)

Hayward School District (485/24.2%)

(Source: Wisconsin Department of Public Instruction)

One tribal school:

The Lac Courte Oreilles Ojibwa School is a pre-K - 12th grade school

Total enrollment of 330 students

The school is accredited

Some funds from the Bureau of Indian Affairs

A portion of the food program receives state funding

No state equalization aid or charter school funds

The Lac Courte Oreilles Ojibwa School has a 95% graduation rate

Lac Courte Oreilles Ojibwa Community College (LCOOCC) serves higher education needs in remote, low-income areas of northern Wisconsin:

Per-semester enrollment exceeds 550 students from four reservation areas

"Open Door" enrollment policy recruits both native and non-native students

Accredited by the North Central Association of Colleges and Schools (NCA)

Healthcare

Clinic services include: urgent care, ambulatory care, pharmacy, dental, lab, x-ray, diagnostic lab, mental health, Alcohol and Other Drug Abuse (AODA); Women, Infants and Children (WIC) programs; community health, diabetes care, Honor Our Children, optical, and nutrition

Funded by LCO, with some funds coming from the Indian Health Service and the Wisconsin Department of Health and Family Services

Social Services

Oakwood Haven - an emergency shelter
Consolidated Family Services Department

A halfway house

An Indian Child Welfare Department

AODA counseling

Child care assistance programs

Funded through a variety of sources including tribal, state and federal monies

LCO employs approximately 900 people

21% of those are non-Native American

79% are Native American

Business Type of Business

LCO Casino, Lodge, Convention Center Gaming/lodging/meeting facility
Hayward, WI

LCO Cranberry Marsh Cranberry marsh
Hayward, WI

LCO Development Corporation Construction/infrastructure/trucking
Hayward, WI

LCO IGA Grocery/liquor Store
Hayward, WI

LCO Quick Stop Gasoline/light grocery
Hayward, WI

LCO Club Café Breakfast/lunch
Hayward, WI

Grindstone Creek Casino Gaming
Hayward, WI

LCO Convenience Store Gasoline/car wash/light grocery/liquor
Hayward, WI

LCO Smoke Shop Cigarettes/tobacco
Hayward, WI

LCO Federal Credit Union Savings/loans

Hayward, WI

The Landing Resort
Hayward, WI

WOJB-FM Radio station
Hayward, WI

Hydro Facility Electric plant
Winter, WI

Chippewa Wood Crafters Custom Wood Furnishings in Rustic Styles
Hayward, WI

Pineview Funeral Services Funeral and Burial Services
Hayward, WI

10.5 Lac du Flambeau Band of Lake Superior Chippewa Indians

PO Box 67
Lac du Flambeau, WI 54538
Phone: 715-588-3303
FAX: 715-588-7930

Henry "Butch" St. Germaine, President
Mike Allen, Vice-President
Jamie-Ann Allen, Secretary
Melinda Young, Treasurer

Council Members:

Alice Soulier
Chuck Burgess
Dee Ann Allen
Eric Chapman, Sr.
Frank Mitchell Sr.
George W. Thompson
John "Goober" Johnson

Location: Vilas County, north central Wisconsin

There are currently 3415 Lac du Flambeau tribal members.

- 18 and under = 860
- Ages 18 and older = 2555

The Lac du Flambeau Reservation, located primarily in Vilas County, totals 86,600 acres.

39,403 acres are tribally owned

18,532 acres are individually allotted

28,665 acres are fee land

24,000 acres are water/wetlands that include 260 lakes, 65 miles of streams, lakes, and rivers.

The Lac du Flambeau Government, including its enterprises, is the largest employer in Vilas County, employing approximately 800 people (*Source: Wisconsin Department of Workforce Development*).

The Lac du Flambeau Tribal Council is composed of 12 members.

The council meets twice monthly

Decisions are made by a majority rule

Elections are held every October for two officer positions and four members of the council. Two-year terms are staggered

The band has inhabited the Lac du Flambeau area since 1745 when Chief Keeshkemun led the band to the area. The band acquired the name Lac du Flambeau from its gathering practice of harvesting fish at night by torchlight. The name Lac du Flambeau or Lake of the Torches refers to this practice and was given to the band by the French traders and trappers who visited the area.

The Lac du Flambeau Reservation was officially established by treaties in 1837 and 1842. The area was continually logged in the following years and became a tourist destination for families from southern Wisconsin and Illinois around the turn of the century.

To increase economic activity and foster self-reliance among the various Native American communities, the tribe began bingo and casino operations. Revenues generated by the casino operations would go to the tribe and directly benefit the economic and social development of the community. The casino has enhanced both the economy of the Lakeland area and to provide public services to residents in Lac du Flambeau.

Aging Program

The Lac du Flambeau Aging and Disabilities services provides information, referrals, Elder activities, case management, nutrition, transportation, and benefits counseling to elders, veterans, and persons with long-term disabilities.

Services:

Veteran and Elder benefits

Veteran and Elder activities

Elder meals; dining and meals on wheels

Case management

Information

Personal care, chore services, and transportation

Judicial Branch (Not a tribal service)

Includes:

1 Trial Judge

Associate judges as deemed necessary by Tribal Council and when the need arises three appellate court judges
Legal counsel must pass bar to practice before the court

The Lac du Flambeau Court System handles cases such as conservation/natural resources, children & families, health, safety & welfare, civil, divorce, custody, child support, domestic abuse, small claims, replevin, and recognition of foreign orders

Funded by Bureau of Indian Affairs grants, tribal funds and sub-contract with the Great Lakes Indian Fish and Wildlife Commission (GLIFWC).

The judicial power of the Lac du Flambeau Band shall be vested in the Judiciary. The Judiciary shall have the powers to interpret and apply the Constitution and laws of the Lac du Flambeau Band. The Tribal Trial Court shall have the original jurisdiction over all cases and controversies, both criminal and civil, in law or in equity, arising under the Constitution, laws, customs and traditions of the Lac du Flambeau Band, including all actions in which the provisions of the Indian Child Welfare Act of 1978, 25 U.S.C., sec. 1901, et.seq., are applicable and cases in which the Tribe, or its officials and employees shall be a party. This grant of jurisdiction shall not be construed as a waiver of the Tribe's sovereign immunity.

Education

Includes:

Community Education Center
Education Department
Nicolet Area Technical College classroom
Zaasijiwan Head Start
Lac du Flambeau Elementary School District
Lakeland Union High School
Extended Resources – West
Alternative Site classroom
Lac du Flambeau Ojibwe Language Program

Healthcare: Peter Christensen Health Center

Services:

Quality health care provided by 3 board certified family Practice Physicians, Advanced Practice Nurse Prescriber & one Physician Assistant-Certified.

Acute med conditions assessed through the walk-in dept.

Staged Diabetic Management

Obstetric Care

Women's Wellness

Chronic Disease Management

Well Child exams

Preventative Care

CLIA certified Laboratory services

In addition to medical services, PCHC also offers preventative and routine dental care. The dental clinic is under supervision of Dr. Brad Walden, DMD.

Clinic services include: urgent care, pharmacy, dental, optical, community health, diabetes care, and nutrition

Funded by Lac du Flambeau Tribe, with some funds coming from the Indian Health Service and the Wisconsin Department of Health and Family Services

PCHC also has a new Optical Department, offering the full spectrum of optical services, including frames and contacts. The Optical Department is under the supervision of Dr. Renee Walden, OD.

Housing Authority

The mission of the CHA is to develop, operate and maintain affordable housing programs and activities on the Lac du Flambeau Indian Reservation. The purpose of these activities is to provide Tribal membership with a decent, safe, sanitary housing and supportive services that promote self-sufficiency, economic and community development on the Reservation. The Chippewa Housing Authority's first 20 low rent properties were available to the community in 1966. Today, CHA housing stock includes 196 low rent units, 50 Mutual Help homes, 72 Tax Credit units and 64 USDA-RDS 515 units.

Law Enforcement

Includes:

Twelve officers and one Chief of Police

Agreement with Vilas County Sheriff's Department (transportation, jail housing)

Funded primarily with tribal funds, some discretionary federal grants, and Wisconsin Office of Justice Assistance funds

Lac du Flambeau Public Library

The mission of the Lac du Flambeau Public Library is to provide informational, cultural, educational, recreational resource and services to all residents of the Lac du Flambeau area, and encompassing the communities in Vilas County. The library is committed to freedom of information to all.

Social Services

The Tribe's Family Resource Center provides a wide range of services and programs to the Lac du Flambeau Community to ensure the support and preservation of family life and well being on the reservation.

Services/Departments:

Lac du Flambeau Child Welfare Office

Mental Health Outreach Program

Juvenile Delinquency Prevention Program

Tribal Family Services Program

Domestic Abuse Program

Alcohol and Other Drug Abuse (AODA) Program

Economic Assistance/Support

Food Distribution Program

Youth Services

Problem Gambling Counseling

Tribal Natural Resource Department

This Department was designed to provide the personnel, materials, supplies, equipment, facilities, and management of the natural resources on the Lac du Flambeau Reservation.

The reservation is 86,630 acres (or 144 square miles). It is a checkerboard reservation with land status consisting of Tribal (45.4%), Tribal Allotted (21.4%), and Alienated (33.1%) land.

The reservation consists of 260 lakes, 17,897 surface acres of water, 64 miles of creeks, rivers, and streams, 2,400 acres of wetlands, and 41,733 acres of forested upland.

The Department consists of ten programs:

Fish Culture

Fisheries Management

Wildlife Management

Circle of Flight

Conservation Law

Forestry

Water Resources

Parks and Recreation

Environmental Protection

Historic Preservation

Land Management

Tribal Roads Department

The Tribal Roads Department is committed to maintaining all tribal roads and ensuring traffic runs as smooth as possible in Lac du Flambeau. The department is focused on keeping tribal roads accessible at all times.

Services:

Snow plowing for elders, tribal roads, and some bus routes

Maintenance of tribal roads; gravelling, signage, disposing of fallen trees, etc.

Cleaning of lots for new home/subdivision construction

Stumpage, brushing of tribal lots as requested

Upkeep of Tribal Garage and all machinery and equipment therein to maintain safety

Water and Sewer Department

The Department strives to provide quality, uninterrupted service that meets or exceeds all Federal safe drinking water standards. Also collects and treats all wastewater generated by the community.

Youth Center - Abinoojiiyag Center

The Abinoojiiyag Center is available for Lac du Flambeau community youth and their families.

The Abinoojiiyag Center provides alternative, positive activities for youth to reduce and stop alcohol, tobacco and other drug abuse, and criminal behavior among youth on the Lac du Flambeau reservation.

The Center operates under the Family Resource Center, and collaborates with the Lac du Flambeau Public School, Lakeland Union High School, Tribal programs, Great Lakes Inter Tribal Council, and other tribes throughout Wisconsin to provide these services.

Services the Abinoojiiyag Center building is available for include, family activities such as naming ceremonies, family reunions, birthday parties, when no other center-sponsored activity is taking place, which promote family togetherness, community wellness, healthy alternatives to alcohol, tobacco and other drug use

Lac du Flambeau employs approximately 800 people.

Business Type of Business

Lake of the Torches Casino, hotel/lodge, convention center
Lac du Flambeau, WI

Lac du Flambeau Tribe and Tribal Enterprises Campground/marina
Lac du Flambeau, WI Store/Gas Station

Smoke Shop
Museum

Simpson Electric

10.6 Menominee Indian Tribe of Wisconsin

P.O. Box 910
Keshena, WI 54135-0910
Phone: 715-799-5114
Fax: 715-799-3373

Website: <http://www.menominee-nsn.gov/>

Gary Besaw, Chair
Ruth Waupoose, Vice-Chairperson
Craig Corn, Secretary

Council Members:
Laurie Boivin
Joan Delabreau
Crystal Chapman-Chevalier
Lisa Waukau

Vyron Dixon III
Myrna Warrington

Location: Menominee County, northeast Wisconsin

There are currently 8,720 Menominee tribal members

- 19 and under = 2,159
- Ages 20-64 = 5,892
- 65 and older = 669

The Menominee Reservation and Menominee County share nearly identical boundaries with the area known as Middle Village being the exception. The size of the reservation is 235,524 acres or approximately 357.96 square miles, and contains roughly 223,500 acres of heavily forested lands, representing the largest single tract of virgin timberland in Wisconsin. Approximately 98 percent of acreage is trust land and two (2) percent of acreage is fee land. The Menominee Tribe has no additional trust land outside of their contiguous boundaries.

The Menominee Tribe is the largest employer in Menominee County, employing approximately 719 people (*Source: Wisconsin Department of Workforce Development*).

The Tribal Government was created through Section 5(c) of the Menominee Restoration Act; Article IV Section I within the Constitution and Bylaws. The Menominee Tribal Legislature is composed of nine members. Elections are held every January.

- Chairperson Elected by the Tribal Legislature

One year term

- Vice-Chairperson Elected by the Tribal Legislature

One year term

- Secretary Elected by the Tribal Legislature

One year term

Six Legislators
3 year terms, staggered
Meets twice a month

Decisions are by majority rule.

The Menominee Indian Tribe's current reservation was created in 1854 through treaty with the United States of America. On June 17, 1954 Congress implemented Public Law 108. This is known as the "Termination Bill" which was signed into law by President Eisenhower. This provided for termination of federal control of the Menominee Indian Reservation.

On July 3, 1959 Governor Gaylord Nelson signed a law making Menominee County the state's 72nd County. This was an experiment to force tribes to join the mainstream of American society as an assimilation attempt.

During the period from 1961 to 1973 federal supervision over the Tribe was terminated. On April 30, 1961 the Menominee Termination Plan was submitted to the Secretary of Interior. In 1962 the Menominee Council of Chiefs was organized as a non-profit organization ideally for the purpose of preserving the name "Menominee

Indian Tribe of Wisconsin” which was technically abolished during termination. A petition was signed by 780 Menominee’s requesting the repeal of the Menominee Termination in 1964.

In May 1968 the Tribe had filed suit regarding the hunting and fishing rights of tribal members. The U.S. Supreme Court ruled in the Tribe’s favor establishing that when termination was effective it did not relinquish their right to hunt and fish, Menominee Tribe vs. United States, 391 U.S. 404 (1968). When the Termination Plan was implemented the enrolled members became shareholders in Menominee Enterprises, Inc. which became known as M.E.I. The M.E.I. Board of Trustees consisted of seven (7) members; three (3) of whom were non-members. In 1968, the M.E.I. entered into the “Lakes of Menominee,” project referred to now as Legend Lake.

In spite of many barriers, the Menominee persisted with their goal in restoring the land to trust status. On April 20, 1972, Wisconsin Senators Proxmire and Nelson introduced Senate Bill No. 3514 in response to the Menominee’s ambition to seek reversal of termination. With the dedication and persistence of Tribal members and a coalition of supporters, the Menominee Restoration Act was signed into law on December 22, 1973 by President Nixon after two and one-half years of congressional testimony the Restoration Act was passed. It provided for the federal recognition of the Menominee Indian Tribe of Wisconsin thereby returning the nation to trust status and sovereign immunity through the development of the Menominee Indian Tribe of Wisconsin Constitution and Bylaws.

The sovereign immunity of the Tribe is retained through Article XVIII of the Constitution and Bylaws, which allows suit to be brought against the Tribe in Menominee Tribal Court by those subject to the Tribe’s jurisdiction. Suit may be brought against the Tribe to enforce an ordinance of the Tribe, a provision of the Menominee Constitution, or a provision of the Indian Civil Rights Act.

Law Enforcement

The Menominee Tribal Police Department (MTPD) employs 47 people, 21 of whom are sworn law enforcement officers that operate exclusively within the reservation boundaries

Law Enforcement is funded by federal, state and tribal funds, with the overwhelming majority coming from the tribe and the federal government through the Department of Justice. The state provides funds for the Crime Victim’s Grant.

Menominee Law Enforcement is involved with the Multi-Jurisdictional team with the State of Wisconsin Division of Criminal Investigation.

MTPD is a member of the Wisconsin Clearing House for Missing and Exploited Children.

MTPD is in the development of a Multi-Disciplinary team for tribal Law Enforcement agencies on issues affecting agencies within Wisconsin and Minnesota.

Court System

Menominee Tribal Court is a court of general jurisdiction for both civil and criminal matters. Except for some major crimes that are handled by the Federal courts, tribal court handles the same types of variety of cases as a Wisconsin circuit court. These include criminal, juvenile

delinquency, Juveniles in need of Protective Services, Child in need of Protection/Services, civil litigation, probate, guardianships, mental health and alcohol commitments, traffic, civil ordinance violations, Termination of Parental Rights and adoptions.

Menominee Tribal court is a two-level judicial system where all final trial court orders can be appealed to the Tribal Supreme Court.

The court system is funded through federal and tribal funds.

Education

The Menominee Indian School District was established by the state of Wisconsin in 1976 and its boundaries encompass the Menominee Indian Reservation, making it one of only two public school districts located almost entirely on Indian lands.

Menominee Indian School District consists of 919 students/99.5% of student body is Native American. The district includes the Keshena Primary School in Keshena, Menominee Indian Middle School in Neopit, Menominee Indian High School and Adult Learning Center in Keshena.

The Menominee Indian School District offers everything that can be found in larger school districts including technology in every classroom, research based curriculum which meets national and state standards, tutoring, athletics, after school programs, and facilities that provide a safe learning environment. The Menominee also have a tribally-administered school:

The Menominee Tribal School is a K-8 grade school

Total enrollment of 198 students

The school is accredited

Receives both federal and tribal funding

The tribe operates a comprehensive birth to five Head Start Program

Early Head Start has an enrollment of 32 children and 13 pregnant mothers

Head Start has an enrollment of 210 three (3) and four (4) year old children

The tribe also operates the College of Menominee Nation.

The college was chartered by the Menominee Tribal Legislature in 1993. The college was granted full accreditation by the North Central Association of Colleges and Schools (NCA) in 1998.

The college offers classes at sites on the Oneida as well as Potawatomi reservations so that other Native Americans can benefit from a tribally run college. The college also represents an opportunity for individuals to continue their education while working. A large number of students are part-time.

Healthcare

The Menominee Tribal Clinic provides comprehensive outpatient services in the area of Medical, Dental and Community Health Services.

The Clinic is accredited from the Joint Commission on Accreditation of Healthcare Organizations.

The Clinic employs over 120 employees, including seven (7) board certified family physicians, two (2) mid-level practitioners, four (4) dentists, and two (2) optometrists.

The Clinic has over 8,500 active medical charts, which includes 8-10% of non-tribal members.

Primary funding is through the Indian Health Services and Department of Health & Family Services through contracts and grants.

Social Services

Day care receives Tribal and Federal funds, including state funding through the Department of Health and Family Services and the Department of Workforce Development.

Tribal Social Services receives tribal and federal funds, including state funding through the Department of Health and Family Services.

Child support receives funding through the tribal and federal governments

Family Preservation programs receive tribal and federal funds, including state funding through the Department of Justice and the Department of Health and Family Services.

The Menominee have a recreation program fully funded by the tribal government.

Maehnowesekiyah, a comprehensive AODA treatment center, receives tribal and federal funds, including state funding through the Department of Health and Family Services.

The Menominee Insurance Department administers funding received through the Department of Health and Family Services for the Medical Relief Block Grant (MRBG). This program serves an average of fifty (50) persons with medical services through the General Assistance Program.

The Menominee Tribe employs approximately 719 people:

72% are Native American

28% are Non-Native American

The Menominee Tribe is the largest employer in Menominee County.

The Menominee Chamber of Commerce is a 501(c) 3 Non-Profit Organization. There are currently 26 businesses who are members which include the Shawano, Gresham and Stockbridge communities. The Chamber and Menominee Business Center has worked with USDA-Rural Development, HUD - Indian Community Development Block Grant and the North woods Nii-Jii Enterprise Community, Inc.

Other Associates:

University of Wisconsin Extension
College of the Menominee Nation
Shawano County Economic Progress, Inc.
Menominee Revolving Loan Fund
State of Wisconsin Department of Commerce
USDA Rural Development
Small Business Administration
Professional Memberships
National Business Incubators Association
Wisconsin Business Incubators Association
Shawano Chamber of Commerce

The Menominee Indian Tribe of Wisconsin has three chartered businesses:

Menominee Casino, Bingo & Hotel Gaming/Lodging/Entertainment
Menominee Tribal Enterprises Forest products/Sawmill
College of Menominee Nation Post-Secondary Education

10.7 Stockbridge-Munsee Band of Mohican Indians

Stockbridge-Munsee Tribal Council
P.O. Box 70
Bowler, WI 54416
Phone: 715-793-4111
Fax: 715-793-1307

Website: <http://www.mohican-nsn.gov/>

Shannon Holsey, President
Douglas Huck, Vice-President
Janet Miller, Treasurer

Council Members:

Joseph Miller, Council Member
Jeremy Mohawk, Council Member
Joann Schedler, Council Member
Scott Vele, Council Member

Location: Shawano County, northeast Wisconsin

There are currently 1,565 Stockbridge-Munsee tribal members

- 17 and under = 139

- Ages 18 - 65 = 1,181
- 64 and older = 253

The Stockbridge-Munsee Reservation totals 22,139 acres

16,255 are held in trust

5,884 are fee land

529 tribal members live on reservation, trust, or fee land along with 400 non-tribal members

The Stockbridge-Munsee Tribe employs 740 people and is the largest employer in Shawano County.

The Stockbridge-Munsee Tribal Council is composed of seven members

A president
Two year term

Vice-president
One year term

Secretary
An appointed position

Treasurer
Two year term

Four council members

The council meets twice monthly
Decisions are made by a majority rule
One year terms.
Elections are held in October every year

The Stockbridge-Munsee Band of Mohican Indians is descended from a group of Mohicans (variously known as Mahikan, Housatonic and River Indians; the ancestral name Muh-he-con-ne-ok means “people of the waters that are never still”) and a band of the Delaware Indians known as the Munsee. The Mohicans and the Delaware, closely related in customs and traditions, originally inhabited large portions of what is now the northeastern United States. In 1734, a small group of Mohicans established a village near Stockbridge, Massachusetts, where they began to assimilate but were nonetheless driven out by Euro-Americans. In 1785 they founded “New Stockbridge” in upper New York State at the invitation of the Oneida Indians. Their new home, however, was on timber land sought after by non-Indian settlers.

In 1818, the band settled briefly in White River, Indiana, only to be again relocated. In order to relocate both the Stockbridge-Munsee and Oneida Indians, government officials, along with missionaries, negotiated the acquisition of a large tract in what is now Wisconsin. In 1834, the Stockbridge Indians settled there; two years later they were joined by some Munsee families who were migrating west from Canada and who decided to remain with the Stockbridge families. Together, they became known as the Stockbridge-Munsee Band. The tribe expanded its land base by obtaining 46,000 acres by treaty with their neighbors to the north, the Menominee Tribe. More pressure from the government resulted in more relocation - first in Kaukauna, Wisconsin, and

later to a community on the shores of Lake Winnebago that the tribe named Stockbridge.

By the terms of a new treaty with the federal government in 1856, the band moved to its present site in Shawano County. The General Allotment Act of 1887 resulted in the loss of a great deal of land by the Stockbridge-Munsee. In the Great Depression, the tribe lost yet more land. However, in the early 1930's the Stockbridge-Munsee experienced a reawakening of their identity and began reorganizing. In 1932 they even took over the town council of Red Springs under the provisions of the Indian Reorganization Act of 1934, created an activist Business Committee and started to regain some of their land. The Secretary of the Interior affirmed the reservation in 1937.

Law Enforcement

Cross-deputized with the Shawano County Sheriff's Department

Funded primarily with federal funds, tribal funds, and contributions from the villages of Bowler and Gresham and funds from the Wisconsin Office of Justice Assistance

Court System

The Stockbridge-Munsee court system handles civil cases, domestic dispute and guardianship cases

Tribally-funded

Education

Stockbridge-Munsee youth are educated in two primary school districts. These districts are:

Bowler School District (183 students/37.5% of the student body), 71% of Stockbridge-Munsee students graduated in 2004

Shawano Gresham School District (463 Menominee & Mohican students/15.7% of the student body)

(Source: Wisconsin Department of Public Instruction)

In higher education, six Stockbridge-Munsee tribal members received undergraduate degrees in 2004. There are currently 85 tribal members seeking post-secondary degrees.

Healthcare

Tribally-operated clinic services include: ambulatory outpatient, medical, laboratory, radiology, pharmacy, dental, Alcohol and Other Drug Abuse (AODA) programs, mental health, community health, Indian Child Welfare Act programs, chiropractic, physical therapy and podiatry

Funded by Stockbridge-Munsee, with some funds coming from the U.S. Indian Health Service and the Wisconsin Department of Health and Family Services

Approximately 30% of those served are non-tribal members

Social Services

After school program funding, including youth prevention (Alcohol and Other Drug Abuse programs, HIV/AIDS, suicide prevention, leadership skills building, independent living skills and

open room activities) funded through tribal youth grant funds and the Wisconsin Department of Health and Family Services

Domestic violence counseling/legal advocacy programs

Homeless emergency shelter

AODA counseling

Child care assistance programs

Nutrition programs

Programs funded through tribal, state and federal monies

Non-tribal members may take advantage of tribal social service programs, approximately 50% of those served are, in fact, non-tribal members

Stockbridge-Munsee employs approximately 740 people

Business Type of Business

Mohican North Star Casino and Bingo Gaming/entertainment facility
Bowler, WI

Many Trails Banquet Hall Dining/entertainment facility
Gresham, WI

Pine Hills Golf Course and Supper Club Recreation/dining facility
Gresham, WI

Little Star Convenience Store Gasoline/light grocery
Bowler, WI

Mohican RV Park Recreational vehicle campground
Bowler, WI

10.8 Oneida Nation of Wisconsin

PO Box 365
N7210 Seminary Rd
Oneida, WI 54155-0365
Phone: 920-869-2214
Fax: 920-869-4040

Website: <http://oneidanation.org/>

Cristina Danforth, Chair
Melinda Danforth, Vice-Chair
Lisa Summers, Secretary
Trish King, Treasurer

Council Members:
Tehassi Hill
Fawn Billie
Brandon Stevens
Jenny Webster

Location: Brown and Outagamie Counties, northeast Wisconsin

There are currently 16,567 Oneida tribal members

- 17 and under = 3,442
- Ages 18-64 = 11,813
- 65 and older = 1,312

The Oneida Reservation, located mostly in Brown County, totals 65,400 acres.

6,192 acres are tribally owned

10,755 acres are considered fee land

Approximately 2,500 tribal members live on reservation, trust, or fee land

Oneida is the 6th largest employer in Brown County and the 15th largest in Outagamie County (*Source: Wisconsin Department of Workforce Development*), employing approximately 3,032 people.

The Oneida Business Committee is composed of nine members.

- A chairperson
- Vice-chairperson
- Secretary
- Treasurer
- Five council members

The council meets monthly

Decisions are made by a majority rule

Elections are held every three years. Terms are concurrent.

For centuries prior to the American Revolution, the Oneida Nation controlled millions of acres of dense forests, beautiful lakes and rivers abundant with game and resources that provided their people with prosperous livelihoods. Oneida villages were constructed of multi-family longhouses that were protected by surrounding palisades. Within these walls dwelled entire communities complete with sophisticated agricultural beds. Upon returning home after the Revolutionary War however, Oneida warriors found their villages had been burned and pillaged by the British Army as well as armies from the 13 colonies. The Oneida Nation had yielded 5.3 million acres of land within the state of New York through two treaties in 1785 and 1788, prior to the Constitution. The State of New York and various land companies contrived to remove the Iroquois from their homelands, especially the Oneida whose land was in direct route of the Erie Canal. In 1821, a delegation of the Six Nations met with representatives from the Menominee and Winnebago Nations to negotiate for fertile and open lands along the western Great Lakes. In an 1822 treaty, the Oneida then purchased a large section of land in a territory that would soon become the state of Wisconsin.

Led by Releaser Williams, an Episcopal minister reputed to be the long lost Dauphin of France, and Chief Daniel Bread, the first movement of Oneidas to Wisconsin settled in what is now the Grand Chute and Kaukauna area. Dubbed the First Christian Party, this group of 448 people were tribal members who had embraced

Christianity. One year later, the Second Christian Party, sometimes called the Orchard Party, a group composed of 206 Oneidas who were primarily Methodist, arrived from New York and settled along the southern area of Duck Creek. Official reservation boundaries were established with the 1838 treaty with the Menominee, and in 1841 another migration of Oneida arrived in northeastern Wisconsin. This group of 44 people was referred to as the Pagan Party. As the only group that had not embraced Christianity, they settled around the area known today as Chicago Corners, north of Freedom, and were more isolated than the rest.

Once again however, Oneida lands would fall prey to United States expansion. In 1887, Congress passed the Indian Allotment Act (also known as the Dawes Act) which allocated the land to individuals. Through the next several years, reservation lands continued to dwindle. Since the concept of taxation was so new and not understood by the Oneida people, many Oneidas lost their lands by failing to pay their taxes. Many also lost their lands due to the fraudulent methods of ruthless land companies and the invasion of non-Indians who desired their fertile lands. By 1924, all but a few hundred acres had been lost. Reorganization of the government and stopping the loss of land came with the Indian Reorganization Act (IRA) of 1934. It provided the foundation for drafting and adopting the Oneida Constitution two years later, which transformed the tribal government to an elected system with four members serving on a tribal council. This decision, however, was always questioned by the membership because a true majority of tribal members did not participate in the vote. Traditionalists who opposed the transformation did not vote and their voices were not heard. Ultimately, however, the Oneida IRA Charter was approved by the tribe in 1937 and 1,270 acres of land were bought back by the government and placed in trust for the Oneida Nation.

Unfortunately, these developments were unable to counter the harsh economic impact levied by the Depression. With the exception of very limited farming, the opportunity for employment on the Oneida Reservation was virtually non-existent. Substandard living conditions remained widespread well into the 1950's and beyond. Many young Oneida families took advantage of the Federal Relocation Program and other opportunities to leave the reservation in the hope of finding a better way of life in the cities. It wasn't until the 1970's, two hundred years after the Oneida people had been forced from their lands in New York, that the tide began to turn. Competitive grants were received to fund healthcare and education.

In 1972, a community development block grant funded the construction of the Oneida Nation Memorial Building, which was originally designed as a youth recreation center. Today, it is commonly known as the "Civic Center" and through the years has housed the health center, tribal business committee offices, and social services department. These developments began the momentum that would make the 1980's the most progressive decade for the Oneida Nation in Wisconsin. A jurisdictional lawsuit that had dogged the tribe for years was finally thrown out of court and the Oneida retained their sovereign right to regulate their own lands. With the land base increased to over 6,000 acres, the addition of a tribal school, and soaring employment opportunities, the Oneida Reservation once again has an economy. When Congress passed the Indian Gaming Regulatory Act in 1988, it effectively recognized tribal governments as sovereign nations. The act further provided the tribes with the ability to regulate various classes of gaming on their reservations. In 1991, for the first time in Wisconsin history, the Oneida Nation entered into a compact agreement with the state government.

Law Enforcement

26 officers

Cross-deputized with the Brown County Sheriff's Department

Funded primarily with tribal funds, some discretionary federal grants, and Wisconsin Office of Justice Assistance funds

Court System

Oneida adopted a new Judicial Code in 2013 and has now organized a tribal and appellate level

Education

Oneida youth are educated in five primary school districts. These districts are:

Seymour School District (326 students/13.2% of the student body)

West DePere School District (208/10.3%)

Freedom School District (84/5.4%)

Green Bay School District (1,020/5%)

Pulaski School District (103/2.9%)

(Source: Wisconsin Department of Public Instruction)

Two Tribal Schools:

Oneida Nation Elementary School is a K - 8th grade school

Total enrollment of 289 students

Oneida Nation High School is a 9 - 12th grade school

Total enrollment is 116 students

Both schools are accredited

Some funds from the U.S. Bureau of Indian Affairs

No state equalization aid or charter school funds

Healthcare

Clinic services include: optometry; Alcohol and Other Drug Abuse (AODA) programs; diabetic clinic; ambulatory clinic; radiology; behavioral health; mental health; community health; reproductive health; dental; pharmacy and Women, Infants and Children (WIC) programs

Funded by Oneida, with some funds coming from the U.S. Indian Health Service; the Women, Infants and Children program and the Wisconsin Department of Health and Family Services

Social Services

Indian Child Welfare Act programs

Domestic abuse prevention

Adolescent residential treatment

Psychotherapy

Elderly services

Funded through a variety of tribal, state and federal monies

Oneida employs approximately 3,032 people

The Oneida tribe is the 6th largest employer in Brown County

45% of those are non-native

55% are native

Business Type of Business

Oneida Bingo and Casino Gaming/lodging/meeting facility
Oneida, WI

Oneida One Stops Retail convenience store
Oneida, WI

Tsyunhehkwa Traditional foods, grocery
Oneida, WI

Oneida Orchards Agriculture and Black Angus cattle farming
Oneida, WI

10.9 Red Cliff Band of Lake Superior Chippewa Indians

88385 Pike Road, Highway 13
Red Cliff, WI 54814
Phone: 715-779-3700
Fax: 715-779-3704

WEB SITE: www.redcliff-nsn.gov

Bryan Bainbridge, Chair
Nathan Gordon, Vice-Chairman
Krystle Topping, Treasurer
Laura Gordon, Secretary

At large Members:

Christopher Boyd
Steven Boyd
Marvin DeFoe
Daniel Duffy
Jeanne Gordon

Location: Bayfield County, northwest Wisconsin

There are currently 5,312 Red Cliff tribal members.
Within Bayfield County, the tribal population breaks down as follows:

- 16 and under = 882
- Ages 16 - 64 = 1,463
- 65 and older = 168

The Red Cliff Reservation totals 14,541 acres.

6,404 acres are tribally owned

1,917 acres are individually allotted

6,220 acres are considered fee land

Approximately 2,513 tribal members live on reservation, trust, or fee land lands.

Additionally, large numbers of tribal members live in the City of Bayfield and the Belanger Settlement

Red Cliff is the 2nd largest employer in Bayfield County. They employ approximately 300 people.

A nine-member council governs Red Cliff.

Decisions are made by majority rule

The council is elected to two-year staggered terms with elections held annually

The Red Cliff Band of Lake Superior Chippewa Indians retains rights under various treaties it signed with the United States in 1836, 1837, 1842, and 1854. This series of treaties ceded large tracts of land in northern Wisconsin, Michigan, and Minnesota to the federal government. In exchange for these vast land cessions, the tribes were given promises of small amounts of money, schooling, equipment, and the like. In addition, the 1854 treaty included the reservation of land as a permanent home for many of the Chippewa bands, including Red Cliff. It is under this treaty that the current reservation was established at Red Cliff. In addition, under the various treaties the tribes, including Red Cliff, reserved certain "usufructuary" rights, namely, the right to hunt, fish, and gather on the lands ceded to the federal government. These treaty rights to hunt, fish, and gather within the ceded territory have been upheld in a series of federal and state court decisions over the past three decades.

The tribe's sovereign immunity from suit is akin to the immunity of the United States and is jurisdictional in nature. Sovereign immunity is an absolute bar to a lawsuit against the tribe. The doctrine of sovereign immunity from suit as it applies to Indian tribes has received continued and unqualified adherence by the U.S. Supreme Court for well over the last half-century. The tribe's sovereign immunity from suit can only be waived by Congress, or by the tribe itself. Sovereign immunity from suit extends to state court subpoenas seeking to hail tribal officials and/or documents into state court.

Law Enforcement

Two officers

Authorized as a law enforcement agency under Wisconsin statute.

Funded by Federal funds, with some grant assistance from the Wisconsin Office of Justice Assistance.

Court System

One judge and two associate judges

Practitioners must be admitted to the tribal bar

The Red Cliff Court System handles cases such as conservation violations, child welfare, etc.

Funded by Federal funds

Education

Red Cliff youth are primarily educated in the Bayfield School District (337 students/68.2% of the student population)

Early Childhood Center – Day Care, Head Start & Early Head Start

Tribal library

Red Cliff has a 98% high school graduation rate

Healthcare

Clinic services include: outpatient ambulatory services such as access to physicians, family nurse practitioners, pediatricians, labs, x-rays, pharmacy, dentists, mental health and Alcohol and Other Drug Abuse (AODA) outpatient and residential services

Community health program services include community health representatives; nursing; immunization; Women, Infants and Children (WIC) and Wisconsin Well Women's Program coordination; diabetes programs and maternal and child health services are provided through the Honoring Our Children Program

Funded by Federal funds, with some funds coming from the Wisconsin Department of Health and Family Services

Non-Native Americans are eligible to take advantage of services provided they meet certain requirements

Social Services

Temporary Assistance for Needy Families

Wisconsin Home Energy Assistance Program

Child Care and Development Fund

Funded through a variety of sources including state and federal monies

Red Cliff employs approximately 300 people in their operations

25% are non-Native American

75% are Native American

Business Type of Business

Isle Vista Casino Gaming
Red Cliff, WI

Red Cliff Marina

Red Cliff, WI

Business Park
Red Cliff, WI

Fish Hatchery
Red Cliff, WI

10.10 St. Croix Band of Lake Superior Chippewa Indians

St. Croix Tribal Center
24663 Angeline Avenue
Webster, WI 54893
Phone: 715-349-2195
Fax: 715-349-5768

Lewis Taylor, Chair
Crystal Peterson, Vice-Chair
Stuart Bearheart, Secretary/Treasurer

Council Members:
Elmer 'Jay' Emery
Carmen Bugg

Location: Barron, Polk and Burnett Counties, Northwest Wisconsin

There are currently 1,054 St. Croix tribal members.
The St. Croix Reservation, located mostly in Burnett County, totals 4,689 acres.

2,126 acres are tribally owned

2,563 acres are considered fee land

St. Croix has trust land located in Barron, Burnett, and Polk Counties.

Approximately 735 tribal members live on or near reservation, trust, or fee land

St. Croix is the largest employer in Burnett County and the 2nd largest employer in Barron County (Source: Wisconsin Department of Workforce Development). They employ approximately 2,500 people.

St. Croix is governed by a five person council.

The council meets monthly

Decisions are made by a majority rule

Elections are held every two years

The St. Croix Chippewa Indians of Wisconsin were federally recognized in 1938. They have lived in what is present-day Wisconsin for centuries.

Law Enforcement

22 officers

Some officers participate in a Memorandum of Understanding with the Burnett County Sheriff's Department and the Barron County Sheriff's Department

Funded primarily with tribal funds, some discretionary federal grants, and Wisconsin Office of Justice Assistance funds

Court System

2 judges

The St. Croix court system handles cases such as tribal ordinances/commercial contract cases, housing evictions, Indian Child Welfare Act cases, and on/off reservation natural resource, fish and wildlife citations

Funded by U.S. Bureau of Indian Affairs, Great Lakes Indian Fish and Wildlife Commission and tribal funds

Education

St. Croix youth are educated in four primary school districts. These districts are:

Siren School District (102 students/20% of the student body)

Webster School District (126/16.8%)

Unity School District (82/7.4%)

Cumberland School District (58/4.9%)

(Source: Wisconsin Department of Public Instruction)

St. Croix operates a Head Start Program for Native American and non-Native American children ages 3 to 5. Funding comes from the federal Head Start Bureau with a 20% tribal match.

Healthcare

Clinic services include: general health care, pharmacy, dental, optometry, podiatry, mental health, community health, maternal child health; Women, Infants and Children (WIC) programs; Alcohol and Other Drug Abuse (AODA) programs, and transportation services.

Social Services

Elders Advocate program

Foster Grandparents and Senior Companion

Tribal Historic Preservation

Traditions Respecting American Indian Lifestyles (TRAILS)

Child care program

Head Start program

Youth center program

Indian Child Welfare Act program

Family resources

Alternatives to Violence

AODA

Food distribution

Funded through a variety of tribal, state and federal monies

St. Croix employs approximately 2,500 people

Government employment is 56% Native American and 44% non-Native American

Enterprise employment is 25% Native American and 75% non-Native American

Business Type of Business

St. Croix Casino and Hotel Gaming/lodging/meeting facility
Turtle Lake, WI

Hole in the Wall Casino and Hotel Gaming/lodging facility
Danbury, WI

Little Turtle Hertel Express Gas station/convenience store
Hertel, WI

St. Croix Waters Fishery Aquaculture facility, commercial fishery
Danbury, WI

Chippewa Check Services Cash access business
Siren, WI

Four Winds Market Grocery store
Siren, WI

Southwinds Professional Center Office space complex
Siren, WI

Rez Wear TM Clothing/Embroidery/Silk Screening
Webster, WI

St. Croix Construction Co. Construction company
Hertel, WI

St. Croix Tribal Health Clinic Health services
Hertel, WI

SCT Travel Agency Travel agency
Siren, WI

Eagles Landing Campground
Danbury, WI

Many Nations Recovery Home Drug and Alcohol halfway home
Pensacola, FL

St. Croix Tribal Smokeshop Tobacco products and gifts
Four Locations

Emerald Systems, Inc. Information Technology Software Company

10.11 Sokaogon Chippewa Community

Mole Lake Band of Lake Superior Chippewa Indians

Sokaogon Chippewa Community
3051 Sand Lake Road, Crandon, WI 54520
Phone: 715-478-7500
Fax: 715-478-5275

Website: <http://www.sokaogonchippewa.com/>

Chris McGeshick, Chairman
Arlyn Ackley, Jr., Vice Chairperson
Myra Van Zile, Secretary
Vickie Ackley, Treasurer

Sarah McGeshick, Council Member I
Ronald Quade, Council Member II

Location: Forest County, northern Wisconsin

There are currently 1,377 Sokaogon Chippewa Community Tribal Members.
Population breakdown of the tribe is as follows:

- 17 and under = 348
- Ages 18 - 64 = 967
- 65 and older = 62

- The total number of enrolled members residing on the reservation is 468

The Mole Lake Reservation totals 4,904.2 acres

Reservation 1,930 acres

Trust Land 1,320 acres

Fee Land 172 acres

Fee Land (NMC Purchase) 1,482.2 acres

The Sokaogon Chippewa Community is the 13th largest employer in Forest County, employing more than 235 people of diverse skills.

The Sokaogon Chippewa Community is governed by a six member council.

The council meets monthly or as required

Decision making is by majority rule

Elections are held annually for council members not holding officer positions

Officer elections are held every two years

The Sokaogon Chippewa Community is a sovereign nation chartered by the Bureau of Indian Affairs, Federally recognized as a Native American Tribe/Nation, and operates under a ratified constitution.

Under the provisions of the 1934 Reorganization Act, 1,745 acres of land were purchased for the Mole Lake Reservation. This area lies in southwestern Forest County, near Crandon. In 1930, a roll had been taken in the Mole Lake area and 199 Indians were determined to be in this band.

According to tribal history, these Indians had been promised this land by a treaty signed with Franklin Pierce. This agent, who was to confirm the treaty and secure the land for them, drowned on his return trip from Washington. The tribe, to this day, actively pursues any knowledge or document to support their claim to the original treaty lands. Before the reservation was incorporated, the Mole Lake Chippewa lived in extreme poverty. These Chippewa welcomed the Reorganization Act and accepted a constitution on October 8, 1938.

At that time, the principle means of gaining a livelihood for this group were boat building, wild rice, wreath greens, selling souvenir bows and arrows, and other novelties. The soil, a sandy loam with gravel outcroppings, yields fair crops of potatoes, short season vegetables, oats, clover, and timothy hay. The game on the reservation included deer, bear, fox, muskrats, and water fowl.

With the advent of gambling casinos and bingo, the tribe has continued with an age-old Chippewa tradition of playing games of chance. The introduction of bingo and casinos drastically altered unemployment on the reservation. Rates fell from 80% to 10% within a couple of years. The surrounding communities have also benefited financially and reduced their dependency on federal aid.

Today, the Sokaogon Chippewa Community continues to harvest wild rice and spear fish in traditional ways. And now, utilizing state of the art technology, they continue to protect the resources of their environment for future generations. The tribe continues to use its money wisely by investing in cultural preservation and restoration projects, environmental planning of their resources, education of their community members, and social programs that enhance the general health and welfare of the Sokaogon Chippewa Community.

Law Enforcement

The Sokaogon Chippewa Community does not have a law enforcement entity

The Sokaogon Chippewa Community has an agreement with the Forest County Sheriff to provide law enforcement services

Court System

Four Judges

One Prosecutor

One Attorney

One Clerk of Courts

One Guardian ad Litem

Education

Mole Lake Reservation children are educated in the Crandon and Wabeno School Districts

Higher Education Financial Assistance

DOT Employee Training

Nicolet College Extension Courses

Healthcare

Mole Lake Health Clinic

Diabetes Program

Honoring Our Children

Well Women

AODA

Medicaid Outreach

Walk-in Urgent Care

Child Care

Immunizations

Family Practice Based Health Care

Housing

27 multi-family units

126 single family units

Social Services

Domestic Abuse Support Services

TRAILS Youth Group

Family Violence Prevention

Childcare Development Funds

Daycare

Wisconsin Shares W-2 Childcare

Food Share

Food Share Employment Training

Temporary Assistance to Needy Families

General Assistance

Native Employment Works

Workforce Investment Act

Kinship Care

Medical Assistance/Badger Care

MA Transportation

Wisconsin Home Energy Assistance Program

Weatherization

Keep Wisconsin Warm Funds

Funded through a variety of sources including tribal funds

Non-tribal members comprise 20% of those receiving tribal services

Administration

Human Resources

Accounting

Cultural Preservation

Information Technology

Environmental Protection

Roads Maintenance

Commodities Distribution

Solid Waste Disposal

Marketing and Tourism

The Sokaogon Chippewa Community has a limited economic base that is highly dependent on tourism dollars. Plans are underway to improve the utility infrastructure which will allow for a diversification of business enterprises to begin.

Mole Lake Casino and Bingo

Mole Lake New Business Incubator (Nii-Jii)

Sokaogon Chippewa Community C-Store

Café Manoomin Restaurant

New in 2008 - 75 Room Hotel with Pool Facilities Attached to Casino

New in 2008 1.3 million Youth Center

10.12 American Indian Chamber of Commerce and First American Capital Corporation Capacity Statement

The AICCW/FACC staff include Jeff Bowman, Stockbridge-Munsee Band of Mohican Indians, retired commercial lender; Bill Beson, Lac du Flambeau Band of Lake Superior Chippewa - possessing more than 20 years of manufacturing and government contracting work, including accounting/financial management expertise; Gary Mejchar - with some 25 years of Indian Country experience including directing an American Indian Small Business Development Center and many years of business counseling/training and project management with American Indian business owners. We have a talented and experienced team that is very committed to economic development in Indian Country.

Following is an overview of AICCW/FACC services and products available to contribute to the Great Lakes Inter-Tribal Council Comprehensive Economic Development Strategy to improve the economic status of American Indians who reside in the State of Wisconsin through small business development work:

Native American Disadvantaged Business Enterprises Support Services:

The AICCW and FACC are working under the third round of contracts with the Wisconsin Department of Transportation (WisDOT) Office of Business Outreach and Compliance DBE Support Services Office - current contracts are through 6/31/2013. These contracts provide a variety of business marketing, outreach, technical assistance and financial services statewide including both on and off reservations throughout Wisconsin Indian Country. These support services are designed to build the capacity of American Indian owned construction, trades and professional service businesses to be 'ready/willing/able' to perform government contract work.

Business Loans/or Wisconsin Indian Country:

The First American Capital Corporation, the first Native CDFI in Wisconsin, continues to build state, tribal, federal, foundation and private sector 'intermediary' lender funding partnerships and is thereby growing the financial resources available to lend throughout

Wisconsin Indian Country (e.g. SBA, USDA, EDA, CDFI, and WEDC, among others). The FACC Revolving Loan Fund complements other Native CDFIs, tribal loan funds and banks serving Indian Country in Wisconsin by offering a variety of financing products including:

- *Gap Financing* - Designed to fill the shortfall between owners' equity and available Bank intermediary financing needed to fully execute the loan package
- *Contract Financing* - designed to use the awarded contracts as collateral for working capital (e.g. material purchases, supplies and labor costs) needed to successfully complete respective contraction and/or professional services contracts
- *Direct Loans* - From time to time it is most appropriate for FACC to provide direct financing for the entire loan package including working capital, contract financing, equipment purchases and in some cases refinancing.

One-to-One Business Assistance and Business Management Workshop Topics:

There are a variety of tribal, state/university and private sector organizations providing a wide range of business technical assistance in Indian Country. Both the AICCW and FACC offer complementary and specialized business technical assistance programs available to American Indian business owners statewide. The AICCW /FACC works in cooperation with existing TA service providers to complement and assist clients with the best available and appropriate use of available expertise and resources. The AICCW/FACC business assistance topics delivered one-to-one as well as in workshop settings include:

- *Early Intervention Planning/Assessments* - designed as a SWOT analysis to assist in developing individualized business assistance plans responsive to identified weaknesses and threats
- *Business Development Outreach and Marketing* - including operating a Plan Room and distribution of solicitations for government contracting opportunities, coordinating speed networking events, assistance with developing marketing materials

- *Accounting/Financial Management* - including assistance with developing and analyzing contractors' financial statements (e.g. operating budget construction schedule and job cash flow budgeting)
- *Small Business Network* - Internet bid and quote exchanges systems
- *Construction Safety and Health* - assist with the development of written Safety Programs and associated safety training programs

Business Development Networking and Events:

The AICCW/FACC offers an annual series of events for American Indian business owners, tribal enterprises, and program sponsors designed to provide networking opportunities, recognition of outstanding achievements and to build support for the Annual AICCW *IF* ACC

American Indian College Scholarship Program. This program is a commitment by AICCW/FACC to invest in successful college graduation for our future generations of business and government leaders in Indian Country. These events include:

Spring - Annual AICCW/FACC Golf Outing - usually at the Stockbridge-Munsee Pine Hills GC

Summer Annual Awards Banquet - usually at Forest County Potawatomi Casino Convention Center to recognize annual American Indian Business achievements and to award annual College Scholarships - to date awarding \$242,500 to 120 qualifying American Indian college students

Fall- Annual Indian Summer Festivals Reception - usually at one of the available Pavilions

10.13 Reservation Economic Data

General Labor Force	Number			Percent		
	Both sexes	Male	Female	Both sexes	Male	Female
Bad River Reservation						
Total population	1479	767	712	100	100	100
18 to 64 years	869	451	418	58.8	58.8	58.7
65 years and over	136	64	72	9.2	8.3	10.1
Forest County Potawatomi and Trust Lands						
Total population	588	287	301	100	100	100
18 to 64 years	329	143	186	56	49.8	61.8
65 years and over	37	22	15	6.3	7.7	5
Ho-Chunk Nation and Trust Lands						
Total population	588	287	301	100	100	100
18 to 64 years	329	143	186	56	49.8	61.8
65 years and over	37	22	15	6.3	7.7	5
Lac Courte Oreilles						
Total population	2803	1384	1419	100	100	100
18 to 64 years	1608	809	799	57.4	58.5	56.3
65 years and over	356	167	189	12.7	12.1	13.3
Lac du Flambeau						
Total population	3442	1739	1703	100	100	100
18 to 64 years	1879	946	933	54.6	54.4	54.8
65 years and over	607	286	321	17.6	16.4	18.8
Menominee Reservation						
Total population	3141	1545	1596	100	100	100
18 to 64 years	1755	849	906	55.9	55	56.8
65 years and over	268	113	155	8.5	7.3	9.7
Oneida Reservation						
Total population	22776	11355	11421	100	100	100
18 to 64 years	14226	7063	7163	62.5	62.2	62.7
65 years and over	2446	1203	1243	10.7	10.6	10.9
Red Cliff Reservation						
Total population	1123	560	563	100	100	100
18 to 64 years	700	352	348	62.3	62.9	61.8
65 years and over	83	39	44	7.4	7	7.8
St. Croix Reservation and Trust Lands						
Total population	768	381	387	100	100	100
18 to 64 years	440	218	222	57.3	57.2	57.4
65 years and over	49	16	33	6.4	4.2	8.5
Stockbridge Munsee Reservation						
Total population	414	217	197	100	100	100
18 to 64 years	256	123	133	61.8	56.7	67.5

65 years and over	29	17	12	7	7.8	6.1
Sokaogon Chippewa Reservation						
Total population	644	310	334	100	100	100
18 to 64 years	357	178	179	55.4	57.4	53.6
65 years and over	107	49	58	16.6	15.8	17.4

Source: 2010 Census

10.14 Maps

Wisconsin Railroads and Ports



Wisconsin Commercial Highway Corridors and Airports



Indian Reservations in Wisconsin



10.15 Tribal Enterprises

The table on the following pages illustrate the broad reach of established profit-making ventures of the tribal governments.

Tribe	Board Member	Elected Position	Tribal Enterprises
Bad River Chippewa	Michael Wiggins, Jr.	Chairman	Bad River Lodging Odanah, WI Bad River Casino Gaming Odanah, WI Moccasin Trail IGA Grocery store Odanah, WI Moccasin Trail Conoco Gasoline/light grocery Odanah, WI
Forest County Potawatomi	Harold Frank	Chairman	Potawatomi Bingo & Casino Gaming Milwaukee, WI Northern Lights Casino Gaming Carter, WI Potawatomi Red Deer Ranch Deer farm Laona, WI Potawatomi Traveling Times Newspaper Wabeno, WI Indian Springs Lodge Hotel and conference center Carter, WI Potawatomi Convenience Store Gas station Wabeno, WI Potawatomi Business Development Corporation Capital investment, real estate Brookfield, WI

Ho-Chunk Tribe	Jon Greendeer	President	<p>Ho-Chunk Casino, Hotel & Convention Center Gaming/lodging/meeting facility Wisconsin Dells/Baraboo, WI entertainment</p> <p>Majestic Pines Casino & Hotel Gaming/lodging facility Black River Falls, WI</p> <p>Rainbow Casino Gaming Nekoosa, WI</p> <p>DeJope Bingo Gaming Madison, WI</p> <p>Tomah Ancillary Casino Gaming Tomah, WI</p> <p>Wittenberg Ancillary Casino "Ho-Chunk North" Gaming Wittenberg</p> <p>Crocketts Resort and RV Park Campground/ Gas Station Lyndon Station Delton, WI</p> <p>Ho-Chunk Distribution Center Gaming/ Office Supplies Tomah, WI</p> <p>Ho-Chunk Theater Entertainment Tomah, WI</p> <p>Ho-Chunk Textiles Apparel Tomah, WI</p> <p>Ni Si ni Bottled Water</p> <p>Whitetail Crossing Convenience/gas stations Baraboo, WI Black River Falls, WI Nekoosa, WI</p>
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			Tomah, WI Wittenberg, WI
Lac Courte Oreilles Chippewa	Mic Isham	Chairman	<p>LCO Casino, Lodge, Convention Center Gaming/lodging/meeting facility Hayward, WI</p> <p>LCO Cranberry Marsh Cranberry marsh Hayward, WI</p> <p>LCO Development Corporation Construction/infrastructure/trucking Hayward, WI</p> <p>LCO IGA Grocery/liquor Store Hayward, WI</p> <p>LCO Quick Stop Gasoline/light grocery Hayward, WI</p> <p>LCO Club Café Breakfast/lunch Hayward, WI</p> <p>Grindstone Creek Casino Gaming Hayward, WI</p> <p>LCO Convenience Store Gasoline/car wash/light grocery/liquor Hayward, WI</p> <p>LCO Smoke Shop Cigarettes/tobacco Hayward, WI</p> <p>LCO Federal Credit Union Savings/loans Hayward, WI</p> <p>The Landing Resort Hayward, WI</p>

			<p>WOJB-FM Radio station Hayward, WI</p> <p>Hydro Facility Electric plant Winter, WI</p> <p>Chippewa Wood Crafters Custom Wood Furnishings in Rustic Styles Hayward, WI</p> <p>Pineview Funeral Services Funeral and Burial Services Hayward, WI</p>
Lac du Flambeau Chippewa	Henry St. Germaine	President	<p>Lake of the Torches Casino, hotel/lodge, convention center Lac du Flambeau, WI</p> <p>Lac du Flambeau Tribe and Tribal Enterprises Campground/marina Lac du Flambeau, WI Store/Gas Station</p> <p>Smoke Shop Museum</p> <p>Simpson Electric</p> <p>Minority interest in two hotels in Green Bay and Stevens Point WI</p>
Menominee Tribe	Laurie Boivin	President	<p>Menominee Casino, Bingo & Hotel Gaming/Lodging/Entertainment</p> <p>Menominee Tribal Enterprises Forest products/Sawmill</p> <p>College of Menominee Nation Post-Secondary Education</p>
Oneida Tribe	Christina Danforth	Chairman	<p>Oneida Bingo and Casino Gaming/lodging/meeting facility Oneida, WI</p>

			<p>Oneida One Stops Retail convenience store Oneida, WI</p> <p>Tsyunhehkwa Traditional foods, grocery Oneida, WI</p> <p>Oneida Orchards Agriculture and Black Angus cattle farming Oneida, WI</p>
Red Cliff Chippewa	Rose Soulier	Chairman	<p>Isle Vista Casino Gaming Red Cliff, WI</p> <p>Red Cliff Marina Red Cliff, WI</p> <p>Business Park Red Cliff, WI</p> <p>Fish Hatchery Red Cliff, WI</p>
St. Croix Chippewa	Lewis Taylor	Chairman	<p>St. Croix Casino and Hotel Gaming/lodging/meeting facility Turtle Lake, WI</p> <p>Hole in the Wall Casino and Hotel Gaming/lodging facility Danbury, WI</p> <p>Little Turtle Hertel Express Gas station/convenience store Hertel, WI</p> <p>St. Croix Waters Fishery Aquaculture facility, commercial fishery Danbury, WI</p> <p>Chippewa Check Services Cash access business Siren, WI</p>

			<p>Four Winds Market Grocery store Siren, WI</p> <p>Southwinds Professional Center Office space complex Siren, WI</p> <p>Rez Wear™ Clothing/Embroidery/Silk Screening Webster, WI</p> <p>St. Croix Construction Co. Construction company Hertel, WI</p> <p>St. Croix Tribal Health Clinic Health services Hertel, WI</p> <p>SCT Travel Agency Travel agency Siren, WI</p> <p>Eagles Landing Campground Danbury, WI</p> <p>Many Nations Recovery Home Drug and Alcohol halfway home Pensacola, FL</p> <p>St. Croix Tribal Smokeshop Tobacco products and gifts Four Locations</p> <p>Emerald Systems, Inc. Information Technology Software Company</p>
Sokaogon Chippewa	Chris McGeshick	Chairman	<p>Mole Lake Casino and Bingo</p> <p>Mole Lake New Business Incubator (Nii-Jii)</p> <p>Sokaogon Chippewa Community C-Store</p>

			<p>Café Manoomin Restaurant</p> <p>New in 2008 - 75 Room Hotel with Pool Facilities Attached to Casino</p> <p>New in 2008 1.3 million Youth Center</p>
<p>Stockbridge-Munsee Mohican</p>	<p>Walter Miller</p>	<p>President</p>	<p>Mohican North Star Casino and Bingo Gaming/entertainment facility Bowler, WI</p> <p>Many Trails Banquet Hall Dining/entertainment facility Gresham, WI</p> <p>Pine Hills Golf Course and Supper Club Recreation/dining facility Gresham, WI</p> <p>Little Star Convenience Store Gasoline/light grocery Bowler, WI</p> <p>Mohican RV Park Recreational vehicle campground Bowler, WI</p>

11 Appendix – Great Lakes Inter-tribal Council Inc. Strategic Priorities

