



Red Cliff Band of Lake Superior Chippewa Comprehensive Plan 2023

Adopted by Red Cliff Tribal Council February 6th, 2023

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Cover page photo by Nathan Gordon, Red Cliff Tribal Member

2 FORWARD

Our role as leaders of the Red Cliff Band of Lake Superior Chippewa is to honor the past while protecting our future and way of life for the next seven generations. This sacred work is rooted in Anishinaabe beliefs and values, known as the Seven Grandfathers Teachings.

The Red Cliff Tribe was established by many great leaders, most notably is Kechewaishke, Chief Buffalo. His historical efforts, grounded in tribal sovereignty and Anishinaabe way, finalized treaties with the U.S. federal government to secure the traditional homelands of the LaPointe Chippewa Bands.

We recognize the exhaustive work of the many generations of leaders before us and hope to continue in their footsteps to work toward making Gaa-Miskwaabikaang the greatest tribal nation it can be for our membership. Our work will support Red Cliff's mission "to promote, plan and provide for the health, welfare, education, environmental protection, cultural preservation and economic wellbeing of Tribal Members and to protect Treaty Rights now and in the future."

We are a proud part of this legacy and look to the future of the Red Cliff Band of Lake Superior Chippewa with enthusiasm and optimism.

Respectfully on behalf of the Red Cliff Tribal Council, employees, and membership,

~Chairman Christopher Boyd



L to R: Chief Judge Robert Buffalo; Scott Babineau; Vincent "Butch" Bresette; Christopher Boyd; Richard Peterson; Nora Cadotte; Stephanie Defoe-Haskins; Steven Boyd; Nicholas DePerry; Ernie Grooms

Forward

3 EXECUTIVE SUMMARY

OVERVIEW

The Red Cliff Comprehensive Plan (Plan) will serve as a guide for daily and long-range decisions made to improve the quality of life for the Gaa-Miskwaabikaang Nation. The Plan seeks to connect Anishinaabe history to present day conditions to create a better tomorrow for the generations to come. While the Plan is not a regulatory requirement, it is an official document that is approved and adopted by the Red Cliff Tribal Council that includes a formal amendment process to allow for change over time based on conditions and forecasted outlooks. As a sovereign nation, Red Cliff has also considered the creation of this plan as a tool to inform local, state, and federal governments as to the Tribe’s self-determined vision for growth. The Comprehensive Plan should be viewed as an ongoing process and not a singular effort. In other words, it is a “living” document that will be adapted over time to align with the vision, values, and conditions that the community is experiencing.

The inter-related elements identified in the Red Cliff Comprehensive Plan include:

- ◆ Background
- ◆ Culture
- ◆ Demographics
- ◆ Land Use
- ◆ Housing
- ◆ Transportation
- ◆ Utilities
- ◆ Community Facilities
- ◆ Agricultural & Natural Resources
- ◆ Human Resources
- ◆ Community Wellbeing
- ◆ Economic Development
- ◆ Intergovernmental Cooperation

KEY FINDINGS

There appears to be a few key findings that will assure the overall success of the Tribe in the coming years. These cross program lines with specific goals and objectives included in the last section of this Red Cliff Comprehensive Plan. It is important to evaluate the sequential steps of implementation. For example, growth and development can only happen if the Tribe has the capacity to hire and retain exceptional talent. While other opportunities may present themselves in the months and years to come, immediate focus areas to advance the Tribe as a strong and strategic Tribal Sovereign Nation:

- ◆ Develop a **human resources** plan of education, recruitment, and retention to maintain and expand expertise.
- ◆ Develop in an **environmentally sensitive and sustainable** manner.
- ◆ Meet the increasing need for **housing** by renovating current housing options, expanding new housing alternatives, and evaluating infrastructure capacity.
- ◆ Expand **preventative health services** and chronic disease management as part of community wellbeing initiatives.

PLANNING PROCESS

In August of 2019, the Tribal Council formally approved the Red Cliff Strategic Plan; a document created to guide tribal priorities through project specific objectives. Goal 1b of the Strategic Plan stated the need for development of a Tribal Comprehensive Plan to achieve sustainable development that improves the quality of life in Red Cliff (*RC Strategic Plan*).

In February of 2020, Red Cliff entered into an agreement with Northwest Regional Planning Commission (NWRPC) for consulting and technical assistance in the creation of the Tribe's Comprehensive Plan. The Red Cliff Planning Department served as the primary project lead with significant contributions from tribal leadership, the steering committee, tribal employees, and plan element working groups.

Stranberg & Associates professionals were engaged in July 2022 to prepare the final version of the Plan for review and approval by the Red Cliff Tribal Council.

Figure 1.1 Planning Process

Project Phase	Key Events
Pre-Planning (Organization)	<ul style="list-style-type: none"> • Contract consultant for assistance (NWRPC) • Establish Planning Department as point of contact for project development. • Appoint members to Comprehensive Plan Steering Committee • Develop working groups for each plan element • Gather preliminary data from existing plans and sources
Project Initiation & Visioning	<ul style="list-style-type: none"> • Kickoff meeting with Steering Committee • Working Group meetings (2)
Background, Inventory Analysis	<ul style="list-style-type: none"> • Develop inventory reports and profiles • Develop background maps • Conduct land use survey • Steering Committee meetings (2)
Draft Goals, Objectives, Strategies and Recommendations	<ul style="list-style-type: none"> • Working Group meetings (2) • Future Land Use Exercise
Plan Implementation	<ul style="list-style-type: none"> • Steering Committee meeting • Refine draft plan
Plan Review, Hearing, and Adoption	<ul style="list-style-type: none"> • Hold public comment period • Develop press release • Tribal Council adoption
Plan Distribution	<ul style="list-style-type: none"> • Incorporation into Tribal Operations

The *background phase* of the planning process utilized a wealth of existing Tribal plans and reference materials, including (but not limited to):

- ◆ Red Cliff Code of Laws
- ◆ Red Cliff Tribal Council Strategic Plan
- ◆ 2018 Tribal Census
- ◆ Miskwaabikaang Ojibwemodaa Endaaso Giizhik (Red Cliff Ojibwe Language 5-Year Comprehensive Plan)
- ◆ Wenji Bimaadiziyaang Comprehensive Plan 2020-2030 (Treaty Natural Resources Division Comprehensive Plan)
- ◆ Red Cliff Community Health Center (RCCHC) Strategic Plan
- ◆ Red Cliff's Roadmap to Services Guide
- ◆ 2019 Boys and Girls Club Plan
- ◆ 2020 Red Cliff Early Childhood Center (ECC) Annual Assessment
- ◆ BIA Annual Reports
- ◆ RCCHA HUD Report
- ◆ WisDOT Statewide Tribal Transportation Safety Plan
- ◆ U.S. Census Data¹
- ◆ American Community Survey (ACS)
- ◆ Wisconsin State Statutes (as reference)

GUIDING PRINCIPLES

This document has been developed and is rooted in the values of the Anishinaabe people and the traditional Seven Grandfathers Teachings. These values serve as the guiding principles and are inclusive in all aspects of programs and policies. The culture, traditional teachings and language is strong and defines who Miskwaabekong Anishinaabeg are:

- ◆ **Zaagidwin (LOVE):** To always act in LOVE. To love the Great Spirit the same way he loves his people, because it was the love of the Creator that gave life. Children are to be loved, for children are a gift from the Great Spirit.
- ◆ **Mnaadendiwin (RESPECT):** All of Creation is to be treated with RESPECT. To show real respect was to give of themselves for the benefit of all life. You must give respect if you wish to be respected.
- ◆ **Aakdehewin (COURAGE):** To have COURAGE to always do that was morally right. To be proud of being Anishinaabe and never to deny the ways of life the Great Spirit gave them.
- ◆ **Gwekwaadziwin (HONESTY):** To be HONEST to themselves. To live in the spirit of how they were created. Always be honest in your word and action.
- ◆ **Nbwaakaawin (WISDOM):** To live in WISDOM and know the gifts the Great Spirit gave to everyone. To use these gifts to build a family and community filled with caring, sharing, kindness, respect, and love for one another. Wisdom is given by the Creator to be used for the good of the people.
- ◆ **Ddaadendizwin (HUMILITY):** Always to act in HUMILITY. One was to always think about their family, their fellow man, and their community before they thought of themselves. You are equal to others but not better.
- ◆ **Debwewin (TRUTH):** Always to seek the TRUTH. The truth lies in the spirit. Speak the truth, do not deceive yourself. Living truth is living the seven teachings.

4 LOOKING FORWARD – PLAN OF ACTION

OVERVIEW

The Implementation Plan of Action identifies long-range strategy framework and lists priorities for consideration in carrying out the directives and recommendations of the comprehensive plan. The Red Cliff Comprehensive Plan is intended to help guide the Tribe's policy and decision-making process for the next 20 years. This plan is not an inflexible or static set of rules; rather, it is fluid, dynamic and responsive to the changing needs of the community. The plan's goals, objectives and recommendations will allow flexibility and consider new information or opportunities. The plan is not an attempt to predict the future, rather it is an attempt to record the fundamental core community values and philosophies of the Red Cliff community and to use them as benchmarks in future decisions concerning growth and development.

The plan is intended to be used by the Tribal Council, Tribal Government agencies and membership in evaluating future planning, growth and development issues and opportunities.

PROGRAM 477 IMPLEMENTATION

During the development of this Comprehensive Plan, the Tribe began engaging with the U.S. Department of Interior to explore Public Law 102-444, commonly referred to as 477 Programs or 477 Plans. It's important to note that throughout the planning period, clear themes, needs, and ideas emerged related to workforce and economic development that may align with a 477 Program.

The Division of Workforce Development under the Bureau of Indian Affairs within the U.S. Department of Interior is the lead agency for the 477 Programs. They are tasked with the role of administering the 477 Program among tribes, tribal organizations, and the eleven other federal partners. The BIA is responsible for working with tribes to ensure that plans submitted by a Tribe under the 477 Program are completed. BIA coordinates the review and approval of plans, including waiver requests, with the federal partners. If a program or waiver is denied, BIA works collaboratively with the tribe and the affected agency (one of the federal partners authorized to participate in the 477 Program) to overcome obstacles to such an approval.

BIA also coordinates the dispute-resolution process between tribes and affected agencies to resolve disputes related to denied waivers. While the BIA retains exclusive statutory authority to approve or deny tribal 477 plans, Interior is committed to consulting with our other federal partners throughout the review, approval, and oversight processes.

As the lead agency, the BIA also manages the distribution, monitoring, and auditing of funds provided to tribes through the 477 Program. Once a plan is approved, and subject to the availability of funds, the affected agencies transfer funds to the BIA, which is responsible for

distributing these funds to the tribe. Approved tribal plans are implemented on a three-year cycle, providing tribes with budget and program planning stability.

Once the Tribe receives these funds, they are consolidated into a single budget, allowing the tribe to exercise self-determination through flexible administration of those funds across activities from the approved plan. The tribes then report on outcomes for the program services and activities in the approved plan. The integrated funding and unified reporting system further serves to reduce the administrative burden on tribes and the federal government.

Tribal 477 plans can include programs administered by the federal partners that are implemented for the purpose of job training, welfare to work and tribal work experience, creating or enhancing employment opportunities, skill development, assisting tribal youth and adults to succeed in the workforce, encouraging self-sufficiency, familiarizing individual participants with the world of work, and facilitating the creation of job opportunities, economic development, or related services.

PLAN CUSTODIAN

The Red Cliff Planning Department will serve as the custodian for the comprehensive plan. The Department is responsible for coordinating comprehensive plan reviews, amendments, and future revisions.

PLAN REVIEW, AMENDMENTS, AND UPDATING

The Red Cliff Comprehensive Plan is designed to serve the Tribe for 20 years (2022-2042). It is possible that unforeseen changes or deviation from planning assumptions will occur over the planning horizon. Plan statistical data, projections, narrative, and maps may also become outdated if not periodically updated. This comprehensive plan should be considered a “living document”, responsive to changing conditions, opportunities, and challenges. Periodic updates to long-range plans are inevitable as changes in development patterns, economic conditions, social values or other factors may require that the plan be revised in order to remain consistent with the current situation. The plan also contains background narrative and statistical data which needs to be periodically revised to remain current. The plan’s projections may also need to be revised in response to changing demographics, social values, or economic variables. There are two types of plan revisions, plan amendments and prescribed plan updates. Plan amendments involve the revision of plan text, statistics, forecasts or mapping to reconcile issues with incorrect or faulty data or to address a new or emerging issue within the community. As communities are dynamic, new planning issues or opportunities many arise during the plan performance period which were not considered during plan development. In most cases, a simple plan amendment can be utilized to address new plan content framed around the issue or opportunity. These are typically adopted as addendums to the plan which may not be integrated into full plan content until the next prescribed plan update.

Figure 2.1 Plan Maintenance Schedule

Date	Task	Scope
2022	Adoption	Plan Performance Period Begins
2023, 2024, 2025, 2026	Plan Review	Monitor Implementation Progress
2026-2027	Mid-Term Data Update	Incorporate New Tribal Census Data
2027, 2028, 2029, 2030, 2031	Plan Review	Monitor Implementation Progress
2032	10-Year Plan Update	Evaluate & Revise Plan Elements

Periodic plan updates occur on regular intervals and are meant to adjust the plan content based on changing conditions. These revisions are more complex and may involve substantial alteration of plan narrative, structure, goals, objectives or policies or the incorporation of new or adjusted information into the comprehensive plan. Plan updates typically involve redrafting plan content and readopting the full comprehensive plan with the revisions included.

It is recommended that a full comprehensive plan revision occur at least once every 10 years. It is further recommended that the plan be reviewed on an annual basis to monitor implementation progress. If an updated Tribal Census is conducted within the first five years following plan adoption, it is suggested that an interim update occur near 2026-27 (or as soon as possible following the Census) to update the baseline statistical information within the plan.

ROLE OF TRIBAL COUNCIL IN IMPLEMENTATION

The Red Cliff Comprehensive Plan is an advisory, decision-support tool designed to aid Tribal leadership in making decisions on growth, planning and development issues over the next 20 years. While the Tribal Council is directly responsible for adopting the comprehensive plan, it should also take an active role in the implementation of the plan. Many of the plan’s directives will require financial investments, along with staff time and resources. Consideration of these needs within the budget process is critical in moving these activities forward during the implementation phase. Incorporating the comprehensive plan into the Council’s daily decision-making framework will further ensure that the plan becomes a key instrument in establishing and guiding Tribal policy over the next 20 years.

The creation of a “plan commission”, or similar body, will likely require amendments to Tribal Codes. Provisions formalizing this body, defining its structure and composition, terms, and decision-making process/workflow, would typically be a part of legislative changes needed to establish a “plan commission.” Tribal Council would also likely be responsible for appointing a broad cross-section of membership to serve on the “commission”. Tribal Council would also need to approve any regulatory or legislative changes proposed during implementation, such as amendments to the comprehensive plan or the creation of new zoning districts. Arguably, the most crucial role of the Council is interpreting the comprehensive plan as it relates to key planning, growth and development issues affecting the community.

ROLE OF THE COMPREHENSIVE PLAN IN DEVELOPING, ADAPTING, OR REFINING ANNUAL DEPARTMENTAL WORKPLANS AND BUDGETS

Rather than simply preparing or adapting to the future, comprehensive planning focuses on channeling fiscal and staffing resources to bridge the gap between present conditions and the desired future. The Red Cliff Comprehensive Plan is a management tool that helps the community assess the current operating environment, anticipate changes, envision the future, and increase effectiveness. The Comprehensive Plan should play a critical role in the annual budgeting and workplan development process for the various departments of Tribal government. It is recommended that all departments review and follow plan directives to the extent possible and to consider projects and initiatives identified in when making decisions regarding capital improvements, investments and annual workplans as part of the budgeting process.

POTENTIAL IMPLEMENTATION TOOLS

Implementation tools can be grouped into regulatory and non-regulatory. Regulatory tools can be state, county, and municipal codes that Red Cliff uses to regulate it. Non-regulatory tools can be actions of government, groups, or residents voluntarily take to achieve a goal. Regulatory and non-regulatory tools can be used to do budgetary planning, public education, and park maintenance.

Figure 2.2 Plan Implementation Regulatory Tools

Regulatory Tools	Brief Description	Application
Zoning	Zoning regulates how a property owner’s land may be used in respect to lot size, setbacks, and the size and height of structures. It provides standards for residential, commercial, and industrial development.	May adopt general zoning within borders. New zoning regulations or amendments must be consistent with a community’s comprehensive plan.
Subdivision Ordinances	Subdivision ordinances pertain to the design of subdivided land. It specifies the subdivider’s responsibility for installing curbs and sidewalks, planting trees, and providing utilities.	Can all adopt subdivision or land regulations. Do not need the approval of counties to adopt subdivision regulations and counties do not need the approval of towns for the county subdivision ordinance to apply within that town. New subdivision regulations or amendments must be consistent with a community’s comprehensive plan.

Official Mapping	Official maps are an effective means to reserve land for future public use. The maps may include extraterritorial areas and show existing and planned public facilities.	Can adopt official maps. County approval is not needed to adopt official maps. New Official Maps or amendments must be consistent with a community's comprehensive plan.
Historic Preservation Ordinance	Meant to protect historic buildings and districts in communities and enhance the character of the community.	Can adopt historic preservation ordinances. Cities and villages that contain property listed on the state or federal register of historic places must enact an historic preservation ordinance.
Design Review	Allows communities to establish their desired future appearance by controlling landscaping, architectural signage and site design conditions.	Communities can adopt design review as part of a zoning ordinance and a community's statutory police power regulatory authority. Communities typically assign design review to the plan commission or a separate design review committee.
Moratoria	A moratorium is used to temporarily limit issuance of permits while new regulations are being developed so that plan objectives are not undermined.	While there is no specific statutory moratorium authority, communities have relied upon general and implicit authority to impose moratoria while they update or develop a plan and implementation tools. Moratoria should be used only in good faith planning efforts and should be limited to scope and time.
Stormwater Management Regulations	Stormwater management ordinances or plans are designed to address the quality and quantity of stormwater runoff and its impact on water resources.	Can adopt stormwater management plans or ordinances. The plans or ordinances are used to address erosion and stormwater runoff during construction and post-construction phases of development. Communities also use these to address the quantity and quality of stormwater runoff and its impact on water resources. They can also be used to address flooding issues.
Conservation Subdivision	Provides incentive for developers to cluster lots onto a percentage of their property and place the remaining land into a conservation easement.	Can adopt a conservation subdivision ordinance or make it part of their subdivision ordinance. A conservation subdivision allows for the protections of farmland and unique natural features while allowing for higher density development in specific areas.

Figure 2.3 Plan Implementation Fiscal Tools

Financial Tools	Brief Description	Application
Impact Fees	Financial contributions imposed on new development to pay for capital improvements needed to serve the development.	Can impose impact fees for certain public facilities.
Capital Improvement Plan	Help a community plan for the timing and location of capital improvements. Ensures proper local budgeting for capital improvements.	Can adopt capital improvement programs.
Tax Increment Financing	This tool is used by communities to capture future increases in property tax revenue and make these dollars available as a development incentive, subsidy, or investment.	Cities, villages, and towns can create TIF districts to encourage economic development in distressed or underdeveloped areas where development would not otherwise occur.
Stormwater Utility	Allows communities to add an additional charge to a utility bill that is used to maintain stormwater management \ facilities.	Can assess a stormwater utility to maintain, operate, and construct new stormwater management facilities. The facilities are used to protect water resources and control water quantity and quality. Projects can include the construction and maintenance of storm sewer, stormwater ponds, and swales.
Shared Service Agreements and Revenue Sharing	Many of the services provided by local governments to their citizens are also provided by neighboring communities. To address related coordination and funding issues, communities may enter into agreements with each other for shared service delivery to improve the economic health of all the communities involved.	Can enter into contracts to share the costs of services with neighboring communities. Services can include providing utilities, road maintenance, or the use of public facilities. Sharing services reduces the cost of providing these services to each community.
Grants	Free monies typically awarded by state and federal agencies or private organizations. Often, there is cost sharing involved with the community. Grants can be awarded for many things such as education, protection of natural resources, and creating plans.	Can apply for grant monies do not have to be paid back.

Forest Tax Laws	Encourages sustainable forestry on private lands by offering tax incentives.	Managed Forest Law is available to private landowners with 10 or more acres of woodlands. It provides tax incentives for sustainable forestry. Landowners can receive higher tax breaks if the land is open to the public for hunting or other recreational uses.
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Figure 2.4 Plan Implementation Non-Regulatory Tools

Non-Regulatory Tools	Brief Description	Application
Cooperative Boundary Agreements	Serve to abate or eliminate often longstanding conflicts with respect to planning, zoning, property tax base, and ultimately, future urban development patterns.	Can enter into cooperative boundary agreements. Cooperative boundary agreements are used for long range planning for certain areas where communities share borders.
Performance Standards	Limits land use changes that are incompatible with the plan by establishing criteria for development.	Can establish performance standards that development is encouraged to meet. These standards can be street design, types of homes, densities, and garage locations. Often, some incentive is given to meet these standards.
Educational Workshops or Materials	Used to provide useful information and educate the public.	Communities can use educational workshops and materials to inform residents about local practices such as recycling, community character standards, how to reduce water use, volunteer opportunities, etc.
Volunteer Groups and Organizations	Provide labor or services for local projects.	Volunteer groups or organizations can be used to help plant flower beds, monitor invasive species, provide rides for the elderly, etc.

GOALS

Each chapter of the Plan is centered on the goals for successful implementation of the key elements for that program or service. The specific plans were developed by Tribal individuals and teams within each of the disciplines to assure the plan is forward thinking yet based on present conditions. These plans of action are adaptable to future influences yet serve as guideposts for planning, prioritizing and decision making.

Additional supportive documentation and specific objectives to support each goal are included in the Appendix of this document.

The Tribe mission statement supports the need for effective future planning for all aspects of the Tribal community:

"To promote, plan and provide for the health, welfare, education, environmental protection, cultural preservation and economic wellbeing of Tribal Members and to protect Treaty Rights now and in the future."

CULTURAL RESOURCES

Goal 1: Increase opportunities for community access to cultural teachings & education.

Goal 2: Foster/encourage sense of identity through preservation and protection of tradition, culture, and language.

Goal 3: Repatriate and protect cultural places, resources, and objects for the benefit of the membership.

Goal 4: Promote seventh-generation decision making.

HUMAN RESOURCES

Goal 1: Create a Workforce Development Plan for tribal governmental jobs.

Goal 2: Recruit and retain recent graduates for tribal employment opportunities.

Goal 3: Develop and implement youth-focused initiatives in tribal job development.

Goal 4: Develop and implement effective employee retention strategies.

Goal 5: Partner with area higher education institutions to create new training and education opportunities for Tribal members.

COMMUNITY FACILITIES

Goal 1: Ensure that tribal services and facilities will have the capacity to meet the needs of the community now and into the future.

Goal 2: Encourage development that promotes efficient and sustainable use of land, that can be linked to existing transportation routes and utilize existing utilities.

LAND USE

Goal 1: Continue to ensure that treaty rights and Anishinaabe values are acknowledged, observed, and enforced throughout the Red Cliff community.

Goal 2: Preserve value to the environment and the scarce resources.

Goal 3: Create physical space to support outdoor recreation opportunities.

Goal 4: Acknowledge and provide reconciliation that reflect the Red Cliff community's cultural, historical, and natural environments.

Goal 5: Expand the Red Cliff boundary and explore land availability for future uses.

Goal 6: Support land development and preservation opportunities that reflect cultural relevance.

Goal 7: Focus on physical design investments that support and align with social, cultural, and physical residents needs and desires.

Goal 8: Invest in physical infrastructure that supports economic development opportunities and support social stability

Goal 9: Establish and maintain land use and zoning ordinances that support the recognition of the value, issues, and opportunities identified.

Goal 10: Address residential and commercial site leasing opportunities and issues.

Goal 11: Recognize and invest in property and land use that is suitable based upon service-type as well as other social and physical factors.

Goal 12: Support a sustainable place that will enhance health and longevity for its residents and visitors.

Goal 13: Recognize the importance of land use and transportation as a single investment approach.

Goal 14: Coordinate to identify and support land use expansion and preservation that promotes efficiency in solution-building opportunities.

Goal 15: Identify funding opportunities and address cost barriers to be able to land-invest appropriately.

HOUSING

Goal 1: Promote the preservation and rehabilitation of existing housing stock and residential lands to provide the community with safe, accessible living options.

Goal 2: Neighborhood development prioritizes pedestrian accessibility and environmental protection.

Goal 3: Increase the housing inventory/stock to provide a range of options for the anticipated needs of the community.

Goal 4: Expand housing assistance programs and utilize a supportive services framework to best meet the needs of individuals; with a goal of zero evictions.

Goal 5: Increase positive tenant experiences, involvement, and education about housing options.

Goal 6: Red Cliff will properly maintain and put into place infrastructure to serve the housing needs of the Tribe.

Goal 7: Achieve organizational sustainability while still maintaining affordability.

TRANSPORTATION

Goal 1: Create an organizational structure (division) for all tribal transportation services that maximizes efficiency of staff and operations.

Goal 2: Ensure transportation service levels continue to meet current demands, as well as strategically prepare for future needs of the community.

Goal 3: Increase the longevity of the existing transportation network through a planned, regulatory approach.

Goal 4: Pursue additional transportation funding sources.

Goal 5: Plan for and provide a multi-modal (motor and non-motorized) physical transportation network that addresses the needs of current and future land uses.

Goal 6: Increase transportation system safety through educational opportunities.

Goal 7: Tribal transportation services meet the needs of all community members.

Goal 8: Increase the longevity of transportation services.

UTILITIES

Goal 1: Provide a well-maintained and environmentally sensitive utility infrastructure.

Goal 2: Operate and maintain a utility infrastructure consistent with the Tribe's future growth pattern.

Goal 3: Public Works maintains solvency while providing cost-effective services across the reservation.

AGRICULTURAL & NATURAL RESOURCES

Goal 1: Provide a comprehensive fish hatchery program for the next seven generations.

Goal 2: Reclaim the lands within the original reservation boundaries.

Goal 3: Empower Tribal youth to witness and participate firsthand in the history, culture, and traditions that the Red Cliff Band identifies with.

Goal 4: To have excellent water quality.

Goal 5: Protect and preserve the 1837, 1842 and 1854 ceded territories.

Goal 6: Continue the air quality program.

Goal 7: Ensure the health and wellbeing of the environment.

Goal 8: Wildlife will be protected and enhanced through sustainable stewardship.

Goal 9: Red Cliff forest resources will be sustainably managed to provide a diverse and healthy environment.

Goal 10: Protect and enhance the fish, wildlife, and wildland resources.

Goal 11: Protect, rehabilitate, and restore fishes within the ceded waters.

COMMUNITY WELLBEING

Goal 1: Create a “no wrong door” approach to service delivery across divisions.

Goal 2: Improve Healthy Living Choices.

Goal 3: Increase Alternative Housing Opportunities.

Goal 4: Develop and Strengthen Family Healing to Wellness Court

Goal 5: Improve Program Capacity

Goal 6: Expand Preventative Services

Goal 7: Increase Sense of Community

Goal 8: Develop Integrated Services Across the Lifespan

ECONOMIC DEVELOPMENT

Goal 1: Support redevelopment opportunities.

Goal 2: Increase expertise and capacity in business opportunities.

Goal 3: Support infrastructure for economic development opportunities.

Goal 4: Follow the Economic Diversification Strategy Plan.

INTERGOVERNMENTAL COOPERATION

Goal 1: Operate as a strong and strategic Tribal Sovereign Nation.

Goal 2: Have, maintain and build government-to-government relationships.

Goal 3: Have strong relationships with non-governmental partners.

Goal 4: Have strong relationships with educational partners.

5 BACKGROUND

The Red Cliff Band of Lake Superior Chippewa Indians holds strong generational ties to the Chequamegon Region of Lake Superior. These traditions focus on a desire to build a bright and focused future for all its people. It pays honor to its rich past and dreams of building on past accomplishments to build a vision for a comprehensive and sustainable future. Here lies the importance of a Red Cliff Comprehensive Plan that is rooted in the present yet projecting into the future for the generations to come.

The limited sovereignty recognized today emerges out of the mist of history long before European contact. This sovereignty comes from being a distinct identifiable people. When the warring colonists ended their battles, the victors did acknowledge that actual land title remained in many cases with native people.

As a federally recognized Tribe, Red Cliff has met the standards set forth by the United States in establishing and maintaining government-to-government relations. These standards came under the 1934 Indian Reorganization Act (Wheeler-Howard). The main criteria for a Tribe to be recognized is that they adopt a representative form of government under a constitution and by-laws. In doing so, Red Cliff, like most other U.S. Tribes, became eligible for various U.S. programs and services.

CONSTITUTION AND BYLAWS

Red Cliff passed its original constitution and by-laws on June 15, 1935. It was recommended for approval on May 26, 1936, by J.C. Cavill, BIA Agency Superintendent and was approved on June 1, 1936, by John Collier, Commissioner of Indian Affairs and Harold L. Ickes, Secretary of the Interior. This document was amended by constitutional referendum in 1990. This amendment changed numerous articles including: Articles I -Territory and Jurisdiction; II - Membership; III - Governing Body; IV - Nominations and Elections; V - Vacancies and Removal from Office; VI - Powers. It also added Article VII - Gender Neutrality: "Throughout this document, words which import on gender shall be applied to any gender."

TRADITIONAL FORMS OF GOVERNMENT

The Red Cliff Tribal Government is the political successor to more traditional forms of governance. These forms including hereditary and clan leadership were radically changed during and following the treaty era; more research to ascertain the actual type of governance is continuing. Before there was a Red Cliff Reservation there was a vibrant village life on Madeline Island. For many generations this island was recognized as the headquarters of the political group known as the Lake Superior Chippewa. The LaPointe Band, led by Chief Buffalo, was part of the larger group; others resided inland which we today known as the other Chippewa reservations.

Background

1854 LAPOINTE TREATY

The Lake Superior Band, consisting of villages in three states, was just one of many Bands which make up our nation - The Anishinabeg. Red Cliff emerges out of series of treaties between the United States and the Lake Superior Chippewa. The most relevant treaties include the 1835 Treaty at Prairie du Chien, the 1837 Treaty at St. Peters, and the 1842 Miners Treaty and 1854 LaPointe Treaty on Madeline Island. The latter treaty established the current reservations. This 1854 LaPointe Treaty was a negotiated agreement by Chief Buffalo after the U.S. had previously threatened to remove the Lake Superior villages to Sandy Lake, Minnesota. When it was clear that there was widespread resistance to the Presidential Removal Order which was likely to end in open warfare, Buffalo traveled to Washington and got the order rescinded; Wisconsin citizens had also signed petitions opposing the removal of the Chippewa.

BUFFALO SUBDIVISION

Red Cliff however is unique in that it was not created specifically from the 1854 Treaty. Buffalo, then living on Madeline Island, was awarded land at Red Cliff for his role in the treaty negotiations (the Buffalo Subdivision). This award of four sections was the beginning of what became the Red Cliff Reservation. Except for Buffalo and his family, all other LaPointe Band members were slated to go to the Bad River Reservation at Odanah. However, many resisted that and settled on the Buffalo Estate; there is historic evidence that many people had previously had camps at Red Cliff. When it became clear that the Buffalo Estate would not support the population and they refused to go to Bad River, Red Cliff became attached to the 1854 Treaty. The boundaries of the Buffalo Estate were expanded to accommodate those now on the mainland at Red Cliff. In 1863, the United States Senate amended the provisions of the treaty and set aside approximately 14,000 acres for the Red Cliff Reservation. Following surveys, about 200 allotments were issued for these lands.

DIRECT LINEAGE

The final allotment role was published in 1896, listing all those who eventually became members of the new Red Cliff Chippewa Reservation. In subsequent years, in order to be eligible for Red Cliff membership, you had to show direct lineage to this allotment role or be listed on the 1934 census. Unlike some reservations requiring 1/4 or more blood quantum for membership, lineage was the criteria. From Sovereignty to IRA (Domestic Dependent Nations) Red Cliff, like other Lake Superior Chippewa, inherited a unique political legacy- legal scholars say it precedes even the United States. The limited sovereignty recognized today emerges out of the mist of history long before European contact. This sovereignty comes from being a distinct identifiable people; the United Nations says we have sovereign rights if we meet the criteria of territory, language, and culture. When the warring colonists ended their battles, the victors did acknowledge that actual land title remained in many cases with native people. Although most of this native land was eventually lost (100 million acres

Background

between 1870's and 1920's alone), much of the initial loss came from treaties. Many of them were cession treaties, which sold to the United States large portions of the traditional homelands. However, though the lands were lost, these documents did and do recognize native sovereignty. Regarding the treaties, they document what was given by the native people to the United States; that which remains is that which we always had and have not lost or sold.

SOVEREIGNTY

Red Cliff, as part of the Lake Superior Chippewa, has residual sovereignty. Though much of it has eroded over the years, much remains; and it carries legal weight. The term most often used to explain this residual sovereignty comes from a Supreme Court case in the 1830's involving the Cherokee. Then Chief Justice John Marshall, to withstand even more aggressive policies, said that native people were "domestic dependent nations." This meant that while our external sovereignty was extinguished by the overwhelming control of the United States, our internal sovereignty remained intact. While we can't engage in international relations, we can control issues within the boundaries of our reservations, as well as protect rights reserved in treaties and under other courts decisions and laws.

1924 INDIAN CITIZENSHIP ACT

Like other Chippewa and most other native groups, Red Cliff accepted U.S. citizenship when Congress unilaterally passed the 1924 Indian Citizenship Act. The most popular reason given is that native people were being rewarded for involvement in World War I. However, not all native people accepted this citizenship. Noted native scholar and traditional Iroquois leader Oren Lyons argues that they rejected citizenship because it further eroded remaining sovereignty. He said that by accepting citizenship it would also diminish native claims and the recovery of stolen lands. The Citizenship Act says that in accepting U.S. citizenship native people may also retain tribal citizenship, a further acknowledgment of internal sovereignty. Once the act passed, Wisconsin natives automatically became state citizens under the state constitution. Yet, discrimination and threats to our remaining rights continued. It wasn't until 1954 that it became legal for Indian people to enter a bar and be served liquor.

PUBLIC LAW 280

The 83rd Congress passed Public Law 280 as one of the ways they were pushing the termination of Indian people and lands. The tactics used included assimilation, reduced federal assistance, and in some cases actual legal termination of tribal status; the Menominee was one such Tribe terminated though they regained status under President Nixon. PL 280 gave the state jurisdiction over Indian reservations which until then was viewed as federal jurisdiction; proponents argued it would reduce crime. Five states including Wisconsin were

Background

mandated to assume criminal jurisdiction of Indian Reservations. Other states were given the option to assume jurisdiction.

GOVERNING STRUCTURE

ARTICLE II OF THE CONSTITUTION

“American Indians maintain a unique status as sovereign nations within a nation due to the treaties signed with the U.S. government, which recognizes tribal rights as sovereign in Article I, Section 8, clause 3 of the Constitution, where Tribes are listed along with the other two sovereigns, foreign nations, and the states. Tribal status also is confirmed through the treaty-making power found in Article II of the Constitution.” (National Indian Education Council/National Education Association)

RED CLIFF TRIBAL COUNCIL

The Red Cliff Tribal Council is the elected governing body of its membership - Red Cliff Tribal Members. The governing body of the Red Cliff Band of Lake Superior Chippewa Indians is a nine-member, staggered 2-year terms *Tribal Council* who are elected annually. The Tribal Council includes executive officers Chairperson, Vice-Chairperson, Secretary, and Treasurer who are elected through a primary and general election. The five At-Large positions are elected out of all eligible candidates at the general election.

TRIBAL MEMBER ENROLLMENT

As of December 28th, 2021, the Red Cliff Enrollment Department indicates there are 7,636 enrolled members of the Red Cliff Band of Lake Superior Chippewa, with 1,785 living on or near the reservation in Bayfield County.

TRIBAL ENROLLMENT DEFINITION

The Red Cliff Constitution states the following: Members of the Red Cliff Band shall be persons of Indian blood whose names appear on the official Allotment Roll of 1896 and the Census Roll of 1934 of the Red Cliff Band of Lake Superior Chippewa Indians of Bayfield, Wisconsin; and all children born to any member of the Red Cliff Band after the effective date of this Article II, as amended, provided that they have been duly registered with the Tribal Council through the Membership Committee within one year from their birth is considered a tribally enrolled member. On an annual basis, there is an adoption of eligible members who did not enroll within one year of their birth.

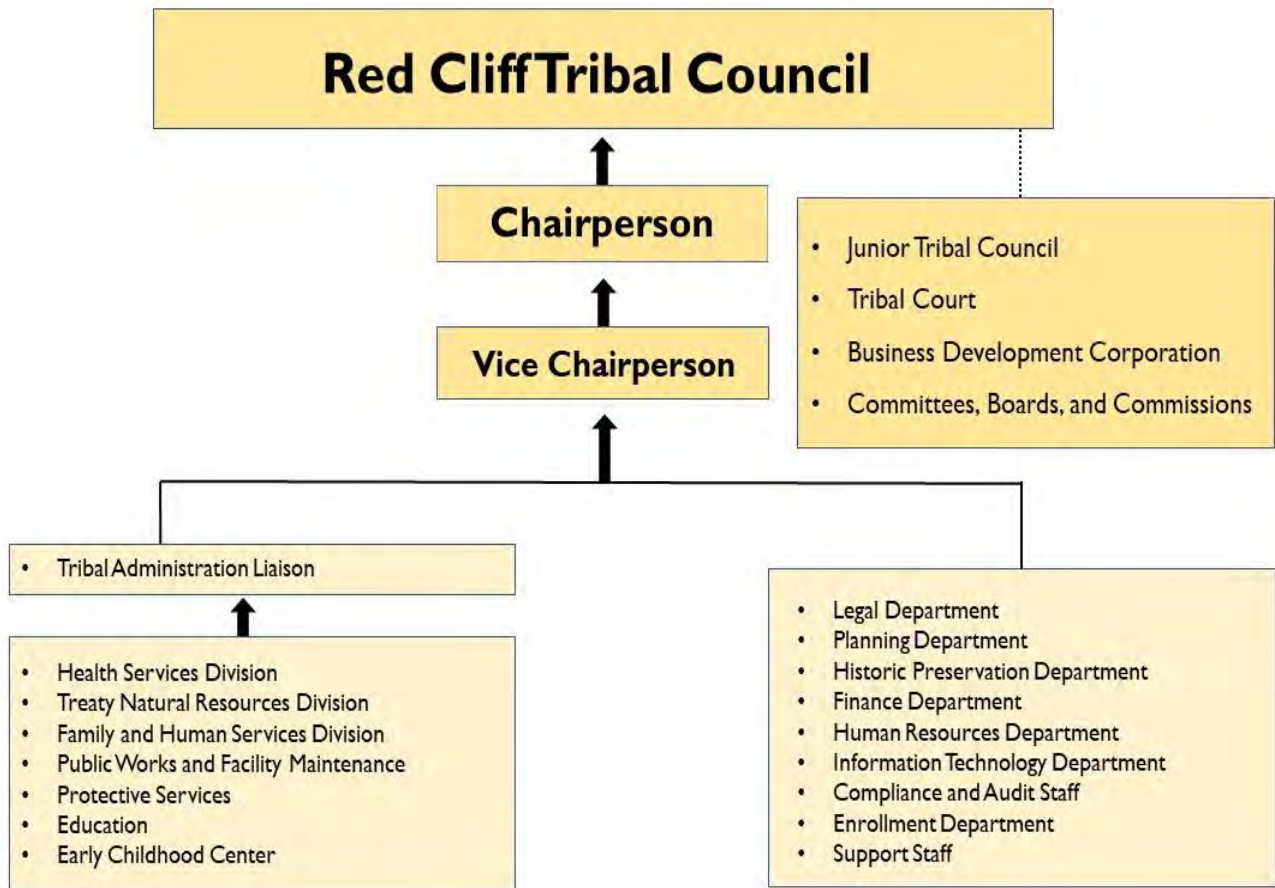
ORGANIZATIONAL STRUCTURE

The Tribe manages community service programs under the structure of five Divisions, two major Departments, and Administration. The following chart reflects some of the many community resources per Division:

Background

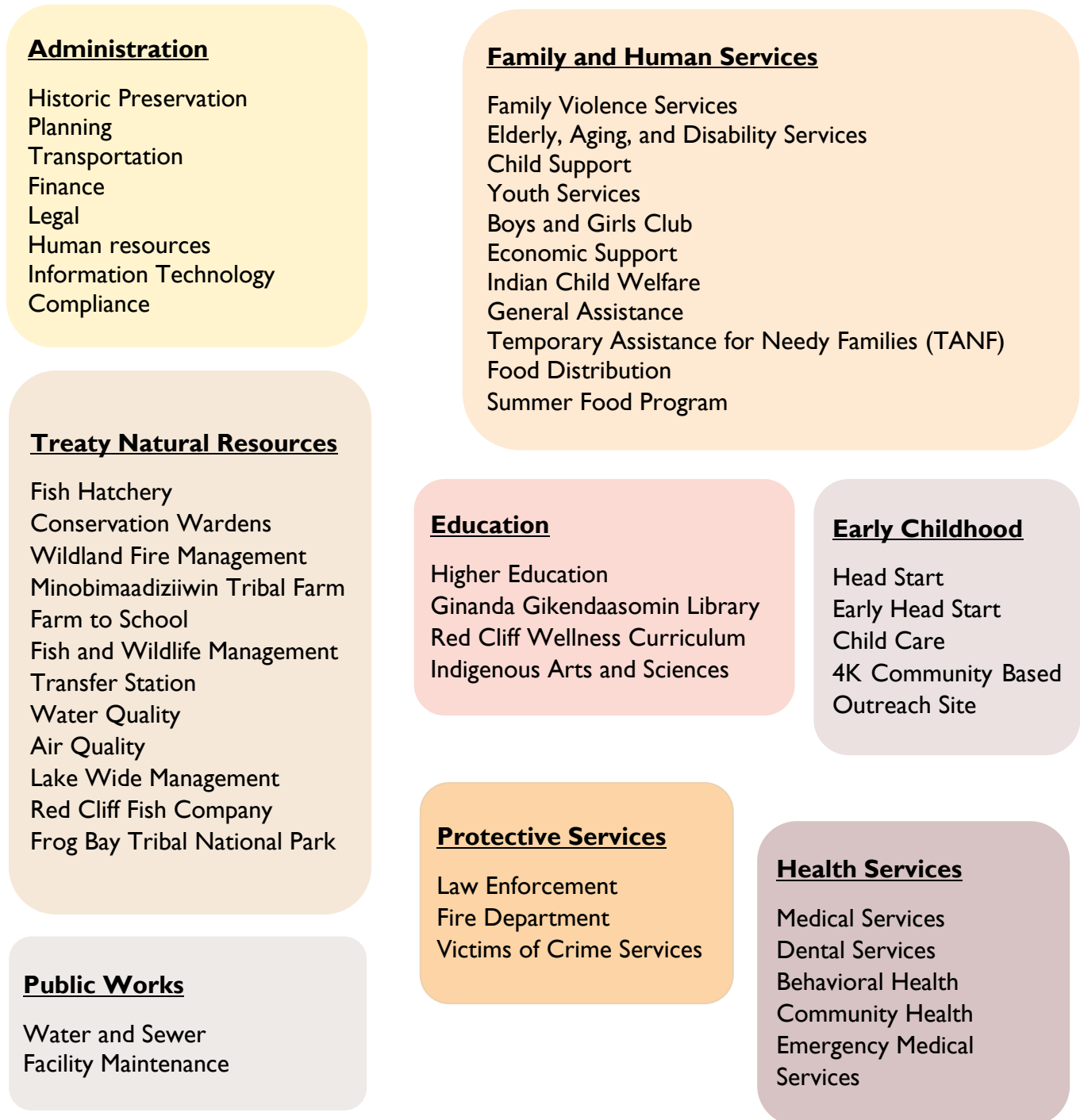
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Figure 3.1 Red Cliff Organizational Structure



Background

Figure 3.2 Red Cliff Divisional Programming



Background

6 DEMOGRAPHICS

OVERVIEW

Two of the most critical demographic indicators to a tribal Nation are enrolled members and population. The Red Cliff Tribal Enrollment Department is responsible for maintaining enrollment information. Two other important population recorders are the centennial U. S. Census and annual statistical demographic estimates via the American Community Survey (ACS).

In 2018, Red Cliff conducted its first official Tribal Census. One of the key outputs of the Red Cliff Tribal Census is a relevant, accurate, comprehensive, tribe-owned dataset about the characteristics and needs of Red Cliff residents. The Tribe sought to correct existing data, especially with respect to seasonal residents and distortions caused by their demographics and income levels. The Red Cliff Tribal Census was completed through a survey of all residential units within the boundaries of the Red Cliff Indian Reservation. 474 of 634 existing structures were determined to be habitable, occupied housing units. Project staff obtained completed surveys from 460 households, an astonishing response rate of 97.0%.

CURRENT CONDITIONS

POPULATION

As of December 28th, 2021, the Red Cliff Enrollment Department indicates there are 7,636 enrolled members of the Red Cliff Band of Lake Superior Chippewa, with 1,785 (23%) living on or near the reservation in Bayfield County. As Table 1 reflects, the Tribe enrolled an average of 200 members per year from 2010-2019.

On reservation, the estimated population is 1,353 per the 2018 Tribal Census. This data reflects a higher population than the 2010 Census and the 2015-2016 ACS and is mainly due to a higher number of total occupied units identified during the Tribal Census. The historically low participation rate in the U.S. Census reflects a dire underrepresentation of the Red Cliff population and is noted in many Tribal reports, including a successful Census challenge in 2021 by the Red Cliff Chippewa Housing Authority, the Tribally Designated Housing Entity, to the United States Department of Housing and Urban Development. However, with the lack of Tribal Census data other than in 2018 to support this plan, the use of U.S. Census and ACS data must be used for forecasts and analysis.

Figure 4.1 Red Cliff on Reservation Population

SOURCE	2010 U.S. Census	2015 ACS	2016 ACS	2018 Tribal Census	2018 ACS (5-year estimates)
POPULATION	1,114	1,135	1,186	1,353	1,282

Figure 4.2 Red Cliff Enrolled Members

Year	Annual Enrolled	Total Enrollment (Living and Deceased)	On Reservation	Off Reservation
2000	100	4109	1429	6637
2001	142	4251	1418	6509
2002	242	4493	1400	6307
2003	369	4862	1378	6142
2004	275	5137	1362	5958
2005	208	5345	1336	5800
2006	236	5581	1298	5620
2007	258	5839	1268	5413
2008	151	5990	1242	5293
2009	177	6167	1220	5169
2010	222	6389	1197	4970
2011	146	6535	1169	4821
2012	146	6681	1144	4695
2013	237	6918	1123	4458
2014	218	7136	1104	4241
2015	184	7320	1078	4059
2016	200	7520	1058	3804
2017	187	7707	1016	3477
2018	220	7927	963	3288
2019	139	8066	1,243	3174

Source: Red Cliff Enrollment Department

Demographics

AGE-SEX DISTRIBUTION

Age-sex population characteristics are key demographic indicators which describe the composition of a population. The age-sex structure of a population is the cumulative result of past trends in fertility, mortality, and migration. Population pyramids provide a visualization of the demographic structure of a community and how that structure may change and evolve over time. Red Cliff's population generally conforms to an "expansive" prototypical shape. Expansive population pyramids are used to describe populations that are young and growing. They are often characterized by their typical 'pyramid' shape, which has a broad base and narrow top. Expansive population pyramids show a larger percentage of the population in the younger age cohorts, usually with each age cohort smaller in size than the one below it.

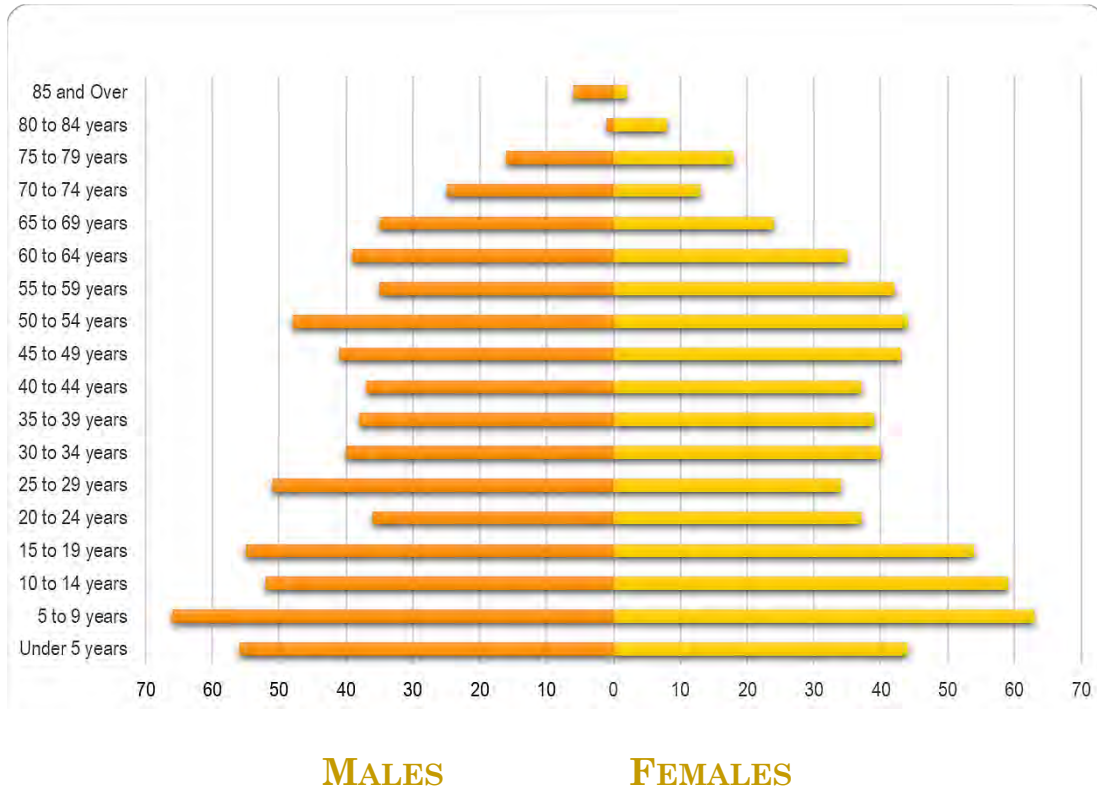
Figure 4.3 School Age Children (under age 17)

Age Class	Female	Male	Total
Age < 1		3	3
Age 1	10	14	24
Age 2	17	9	26
Age 3	16	11	27
Age 4	13	7	20
Age 5	13	13	26
Age 6	14	16	30
Age 7	11	12	23
Age 8	16	13	29
Age 9	12	9	21
Age 10	10	12	22
Age 11	17	15	32
Age 12	9	10	19
Age 13	12	6	18
Age 14	4	16	20
Age 15	8	12	20
Age 16	13	11	24
Age 17	13	12	25
TOTAL	208	201	409

Source: Red Cliff Tribal Census 2018

Demographics

Figure 4.4 Red Cliff Reservation, Age-Sex Distribution



Source: Red Cliff Tribal Census 2018

POPULATION PROJECTIONS

The population forecast for the Red Cliff reservation is derived from the historical growth rate, which is obtained from official U.S. Census Bureau statistics and the 2018 Red Cliff Tribal Census. The forecast model conservatively predicts that between 2020 and 2040, the Red Cliff Reservation population will increase by 469 individuals, or about 24 individuals annually.

Figure 4.5 Red Cliff Population Projections 2000-2040

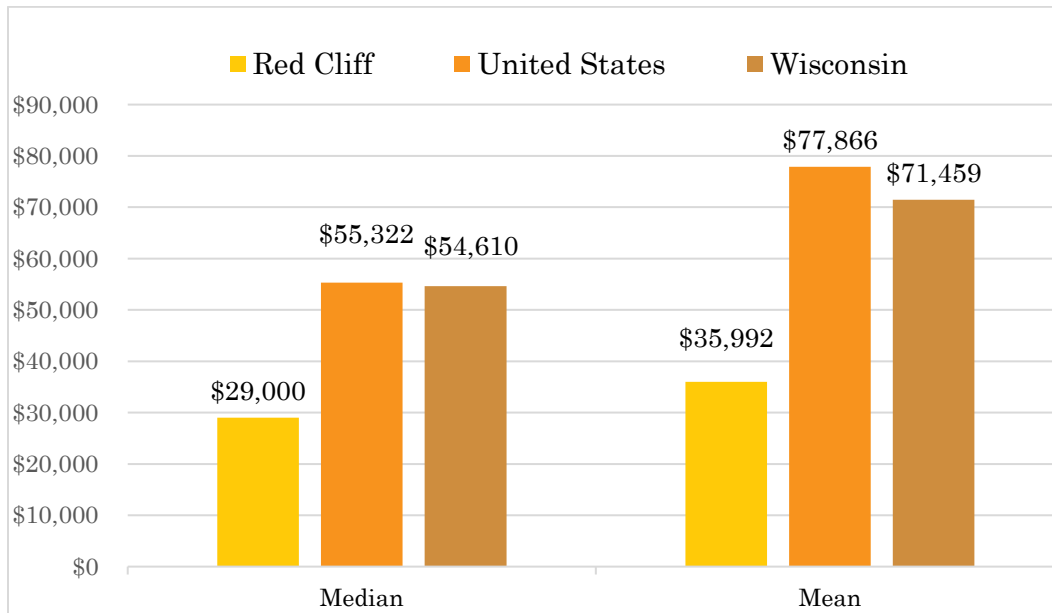
YEAR	2025	2030	2035	2040
POPULATION	1502	1619	1736	1854

Source: NWRPC, 2020

Demographics

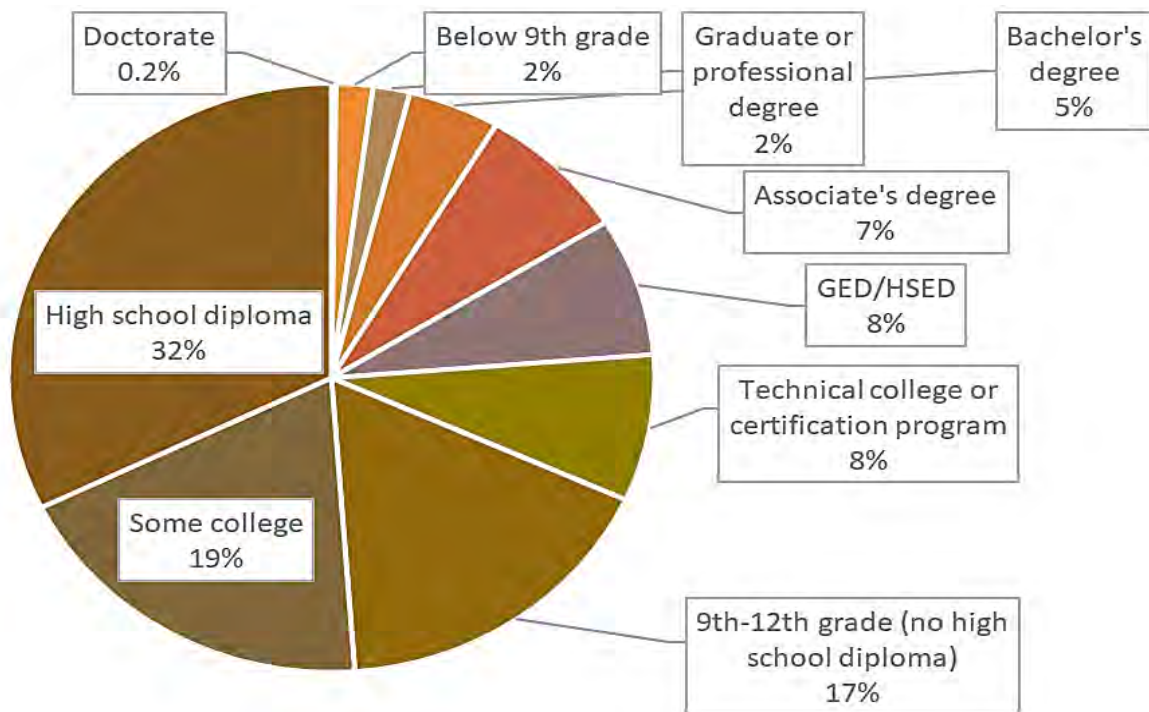
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Figure 4.6 Annual Household Income



Source: Red Cliff Tribal Census 2018

Figure 4.5 Educational Attainment



Source: Red Cliff Tribal Census 2018

Demographics

7 CULTURE

OVERVIEW

The names of the Anishinaabe are many: Ojibwe, Chipewyan, Ojibwa, Chippewa; all united by a shared history of clans, language and culture, all identify the thousands of politically autonomous bands and tribes which make the Chippewa Nation the largest tribe in North America. Most significant among these shared political and cultural backgrounds are the spiritual practices and values of the Grand Medicine Society and its teachings, which continue today.

Situated along the shores of the legendary Lake Superior, the Red Cliff Reservation is located at the extreme northern-most point of Wisconsin, on what's now known as the Bayfield Peninsula and the Apostle Islands National Lakeshore. These lands and waters are renowned for their pristine environment, rugged waters, wilderness areas, and unique scenic beauty. The “People of the Big Water” or ‘gi-chi-b-waa-tig’ remain here today, at the hub or center of an historical, spiritual, and cultural crossroads highly significant for the past 1,500 years but which extends back more than 4,000 years.

The inlet of Lake Superior known as Chequamegon Bay encompasses the spiritual center of Anishinaabe nations. The Anishinaabe were told by a prophet that a sacred shell would guide them on a generations-long journey moving West from the East Coast. The journey included seven stops and, ultimately, to the food that grows on the water, known as maa-no-min, or wild rice. The seventh and final stop was at the island called ‘Moo-ning-wana-kawn-ing’, which means the place of the yellowflicker bird. Centuries later, this island was renamed “Madeline Island” in honor of an Anishinaabe woman Ikwesewe, wife of a French fur trader who established the first fort and settlement there in 1693.

The identification and protection of cultural resources on Federal or Tribal lands is governed primarily by the National Historic Preservation Act (NHPA) of 1966, as amended, and the Archaeological Resources Protection Act of 1979 and their implementing regulations. These laws apply to any activity or undertaking that involves Federal funding, a Federal license or permit, or involves Federal or Tribal lands. Responsibility for insuring compliance with the appropriate laws and regulations on Tribal lands lies with the Federal agency issuing the permit for any such activity.

Traditionally, Red Cliff Tribal members have used native plants for food, flavoring, pharmaceuticals, dyes, tools, construction, and basketry. As time passed, many substitutes were developed to replace these traditional native plants. However, many Red Cliff Tribal members continue to harvest and use the native plants in a traditional manner.

There are currently numerous archaeological and sacred or burial sites known at the Red Cliff Reservation. Due to the need to protect these sites against disturbance and vandalism,

Culture

however, the locations of these sites are kept confidential and will not be listed here. This is particularly important for the protection of sacred and/or burial sites.

As stated above, most sites known within the Reservation have been located through surveys undertaken in response to compliance under the National Historic Preservation Act. As time goes by, more and more sites are being located and recorded this way. However, as the Tribal Government undertakes more and more development, particularly for housing, the opportunity for locating additional sites is great, but so is the opportunity for the loss of important cultural resources from development.

LANGUAGE AND CULTURE

Ojibwe culture is a woodland culture, and this is reflected in the peoples' occupational and creative endeavors. Historically the Ojibwe were known as a fishing and ricing people, with families living adjacent to water. Today the seasons for harvesting these important foods still bracket the summer months as the people work to provide traditional year-round sustenance. And as has been the case from the beginning, fishing, and ricing are family-based activities carried out in networks of larger kin-groups. The classic fur-trading days are over, but winter hunting and trapping are still found.



Figure 1 Birchbark Artwork by Nathan Gordon

Family activities and relationships are honored and valued. Many families are rooted in multi-cultural gatherings and living arrangements. A sense of connectedness is strong for Red Cliff families. People feel a sense of connection to past generations and their strong influence on today's existence. Community celebrations center on feasts and dances in appreciation for the earth and all it provides.

Cultural expression in the arts has always been alive at Red Cliff and today it is experiencing a strong resurgence of interest as the next generation adds new ideas to the old. Whether in the traditional customs of hunting and fishing, gardening and wild food gathering, or in creative talents like manufacturing clothing and jewelry, or drawing and painting, writing, story-telling, poetry, and of course, song and dance—all these cultural talents provide a colorful window open to community life.

Ojibwe bead work and the manufacturing of birch bark canoes are generally well known as important parts of culture at Red Cliff and today the community has numerous beading and birchbark artists. Perhaps lesser known are those who make drums and flutes, as well as other items like the ancient cedar knocking sticks for harvesting wild rice, the popular hand carved ice-fishing decoys, and the artistic pieces made of birch bark and pine.

Culture

8 LAND USE

OVERVIEW

The intent of land use planning is to understand present land use trends and to find ways to accommodate various types of future land use activities for the benefit of all, while minimizing the short-term and the long-term conflicts between adjacent land uses. This portion of the Comprehensive Plan is intended to profile existing zoning conditions, existing land use activity, and future land use desires.

CURRENT CONDITIONS

LAND OWNERSHIP

Today, the exterior boundary of the Red Cliff Reservation spans approximately 14,500 acres along the southern shore of Lake Superior. The Red Cliff Band maintains property rights in approximately 56% of these acres. This figure represents 6,180.6 acres (43.8%) that are tribally owned, and 1,767.1 acres (12.5%) are owned by the heirs of the original allottee in trust or restricted status. The remaining 6,130.7 acres are alienated lands in fee simple or taxable status. There is a mixture of tribal and non-tribal ownership, including approximately 1,540 acres of mainland lakeshore held by the U.S. Department of the Interior through the National Park Service for the Apostle Island National Lakeshore, which was created by Congress in 1970. Other adjacent landholders include the State of Wisconsin, Bayfield County, and private landowners.

LAND USE REGULATION

In the exercise of its legislative authority, the Red Cliff Tribal Council has codified its laws by enacting a set of over 50 ordinances, including many that relate to land use, such as logging and burning (Chapter 11), pollution and environmental protection (Chapter 12), leasing (Chapter 18), historic preservation (Chapter 20), water and sewer (Chapter 34), zoning (Chapter 37), and flood damage reduction (Chapter 55).

ZONING CODE

The Tribe's Zoning Code, RCCL Chapter 37, was enacted March 11, 1993, and last amended in 2020. Its purpose is to regulate land use within the Red Cliff Reservation boundaries for the protection of the health, safety and welfare of all who live within the Reservation. Its aim is to encourage the most appropriate use of the land, the protection of the Reservation's economic, environmental and social stability, the promotion of sustainable development, and the preservation of the Ojibwe culture.

The Zoning Code provides for a Project Application and Compliance (PAC) Review Board and a Zoning Administrator. The PAC is composed of the Tribe's Historical Preservation Officer, Land Specialist, Public Works Department Administrator, Natural Resources Administrator,

Land Use

and Health Specialist. The PAC has the authority to review applications, hold hearings, and approve or disapprove petitions for special permits and adopt regulations. The Zoning Administrator investigates violations, issues Land Use permits for projects reviewed or approved by the PAC and makes recommendations to the PAC Board on general permits and to the Tribal Council with respect to appeals from denials.

The Zoning Code divides the Reservation into four Zoning Districts: Residential, Mixed Use Commercial, Forestry, and Preserved Overlay. The zoning regulations relating to each parcel of land within Reservation boundaries are determined by reference to the official Red Cliff Zoning District Map.

ZONING DISTRICTS

Zoning Districts provide an opportunity for tribal leaders and community members to make sustainable land use decisions that protect the long-term viability of natural resources, ensure residential land is preserved for future generations, and promote the Ojibwe culture through protection of tribal historic and cultural resources.

Residential Districts (R)

Intended to provide areas which will allow for residential development on parcels that are within those areas of the Reservation better suited for such development. Because of its residential nature, this district is not intended for more intensive uses.

- **Primary Use:** Single and multi-family dwellings, government services, utilities, playgrounds, and parks. Accessory Use: Gardens, fences, outdoor storage, and small animal husbandry.
- **Conditional Use:** Low-impact agriculture as a primary use, home-based businesses, public services, cemeteries, libraries, schools, recreation centers, community living arrangements, and wireless communication facilities.

Mixed Use Commercial Districts (C)

Intended to provide areas which will allow for commercial development. In order to ensure a minimum amount of disruption to residential development, direct access to commercial development shall be from the Highway 13 Corridor unless permitted by a Conditional Use Permit. Although existing residential lease sites shall be maintained, the creation of new residential lease sites shall be prohibited in this district.

- **Primary Use:** Government and public service facilities, offices, personal or professional services, indoor sales and services, hotels, motels, marinas, restaurants, and tourism establishments.
- **Conditional Use:** Residential dwellings, outdoor sales and services, wireless communication towers, auto-mechanic services, underground fuel storage,

commercial facility that exceeds 10,000 square feet, and commercial animal boarding.

Forestry Districts (F)

Intended to provide landowners the opportunity to manage their land for productivity and sustained use of forest resources. In addition, the district encourages the management of land for wildlife, aesthetics, and other non-commodity values. It also provides for traditional hunting, gathering and cultural activities by tribal members as regulated by tribal law.

- **Primary Use:** Hunting, gathering, fishing, passive recreational use, residential dwellings, and public infrastructure improvement.
- **Conditional Use:** Low-impact agriculture as a primary use, home-based businesses, public services, cemeteries, libraries, schools, recreation centers, community living arrangements, and wireless communication facilities.

Preservation Districts (P)

Intended to ensure adequate protection of environmentally and culturally sensitive areas, such as water bodies, wetlands and culturally significant areas. Whereas base zoning districts (R, C, F) are created in relation to parcel or infrastructure boundaries, the Preserved Overlay District is created in relation to environmentally and culturally sensitive areas and may not follow parcel boundaries.

- **Primary Use:** Cultural activities as may be defined under this Chapter or under Chapter 20 of the Code, including hunting, gathering, fishing, open space preservation, passive recreational use and conservation projects as undertaken by tribal departments.
- **Conditional Use:** Docks, and active recreational use as managed by tribal entities.

Shoreline Setbacks

Shoreline setbacks shall be required to aid in the protection of land, life, and property. Structures and improvements including decks, buildings and platforms are expressly prohibited in the shoreline setback area. Docks proposed in the shoreline setback area require submittal of a Variance Application and approval by the Tribal Council. In all Zoning Districts, the following shoreline setbacks apply:

- **Lake Superior:** A setback of 150 feet of horizontal distance from the Lake Superior ordinary high-water mark
- **Streams:** A minimum setback of 100 feet of horizontal distance from the stream bank full mark

- **Greater Setback:** In cases of adverse conditions such as steep slopes, eroding banks, or flooding history, the Zoning Administrator or Project Application and Compliance Review Board may require greater shoreline setbacks which shall be measured as a horizontal distance

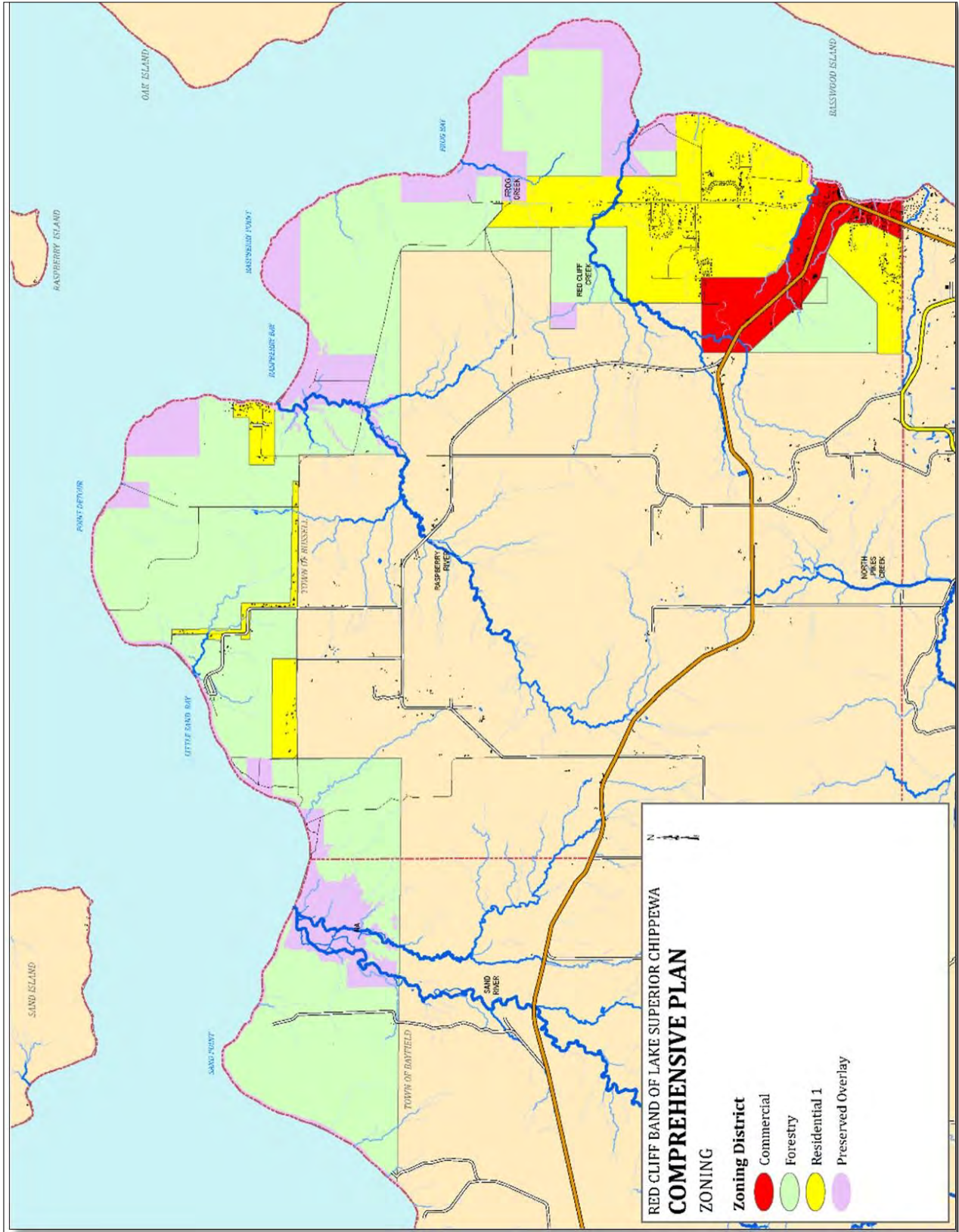
CURRENT LAND USE

Current (2020) land uses on the Red Cliff Reservation were identified through photographic interpretation, field reconnaissance, and consultation with the Tribe. Land uses were classified using categories depicted in Table 39.

EXISTING LAND USE MAP

The existing land use map provides a visual “snapshot” of land uses in time. The existing land use map is intended primarily as a resource and informational tool. The map and supporting data are useful tools in understanding land use, development, and the spatial relationships between land uses. Existing land use inventory data can also be used to generate a profile which can be used to evaluate land use change over time. Historical land use data is useful in understanding land use change and identifying trends.

Map 5.1 Zoning Districts



Land Use

Red Cliff Band of Lake Superior Chippewa Comprehensive Plan 2023

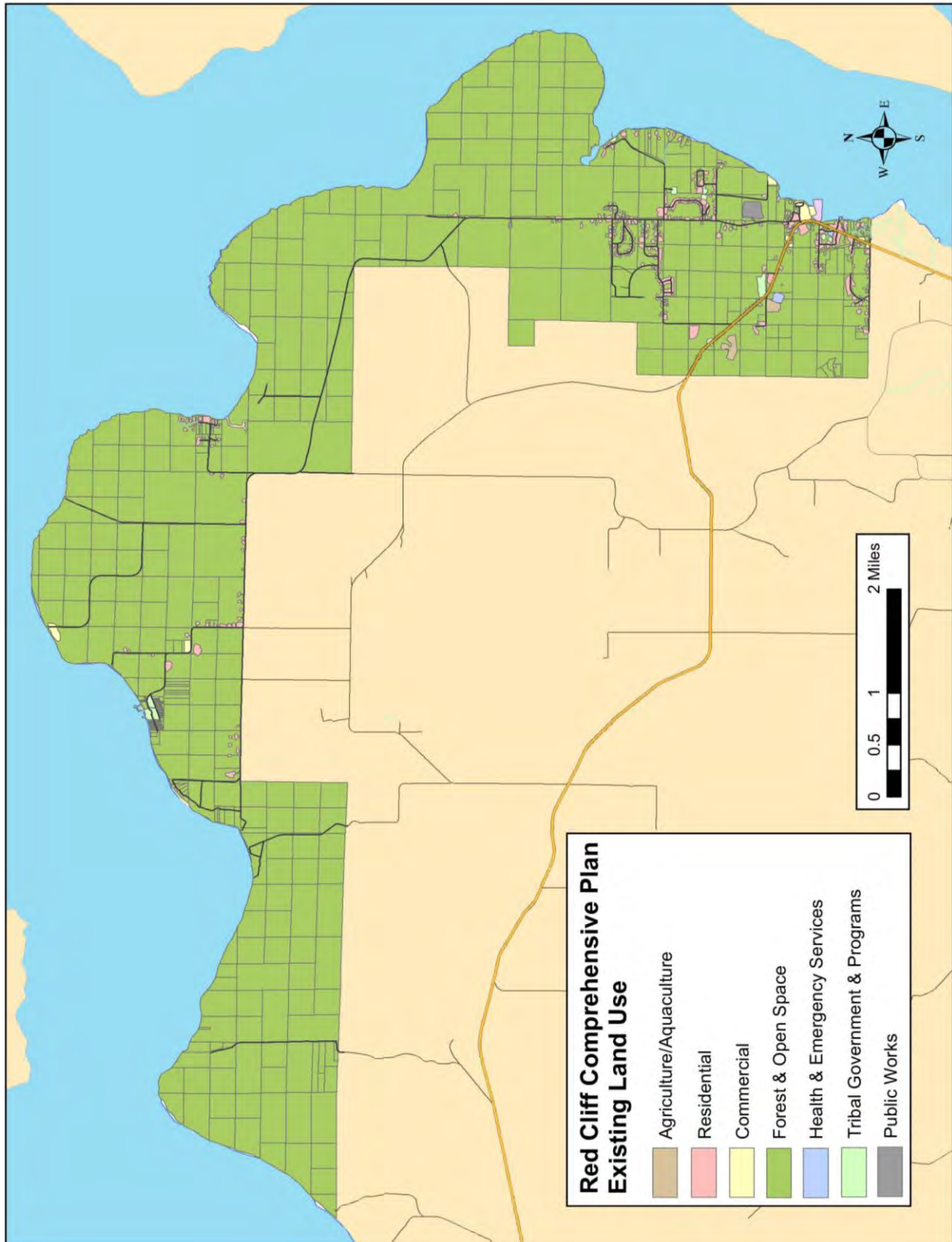
Figure 5.1 Existing Land Use Categories

Land Use	Definition
Multi-Family Residential	Multiple-family dwellings, such as townhomes, condominiums, apartments, and cooperatives
Parks and Recreation	Public recreational uses designed to meet the active and passive recreational needs of the community
Religious	Religious organization facilities (Institutional use)
Single Family Residential	Single-family dwellings and accessory buildings at a low density
Social - Institutional	Public or semi-public social, cultural, or educational uses (Institutional use)
Transportation	Sites with structures or facilities which enable the transport of people (passengers) or goods (freight)
Tribal Government	Existing government buildings and services. (Institutional use)
Utilities	Lands containing utilities and associated infrastructure (Utilities use)
Waste Management/Recycling	Lands containing waste management and/or recycling facilities (Utilities use)
Cultural	Lands of cultural or traditional significance
Commercial	Consumer-oriented retail and service businesses
Commercial-Recreation	Service businesses with an outdoor recreation focus
Agriculture/Aquaculture	Active farmland involved in the cultivation of crops or as passive farmland used for pasturelands or hayfields as well as landscaping, greenhouse, and nursery operations, includes aquaculture
Conservation	Protected resource lands
Emergency Services	Police, fire and emergency medical services
Forest and Open Space	Undeveloped woodlands, fields and open lands
Health Services	Medical care facilities
Light Manufacturing	Areas with a range of light industrial (manufacturing) and other employment-oriented uses. Includes Copper Crow Distillery (APA classifies distilling operations as light manufacturing)
Maritime	Water-dependent and water-related commercial or industrial land uses on lands adjacent to marina

Figure 5.2 Land Use Inventory

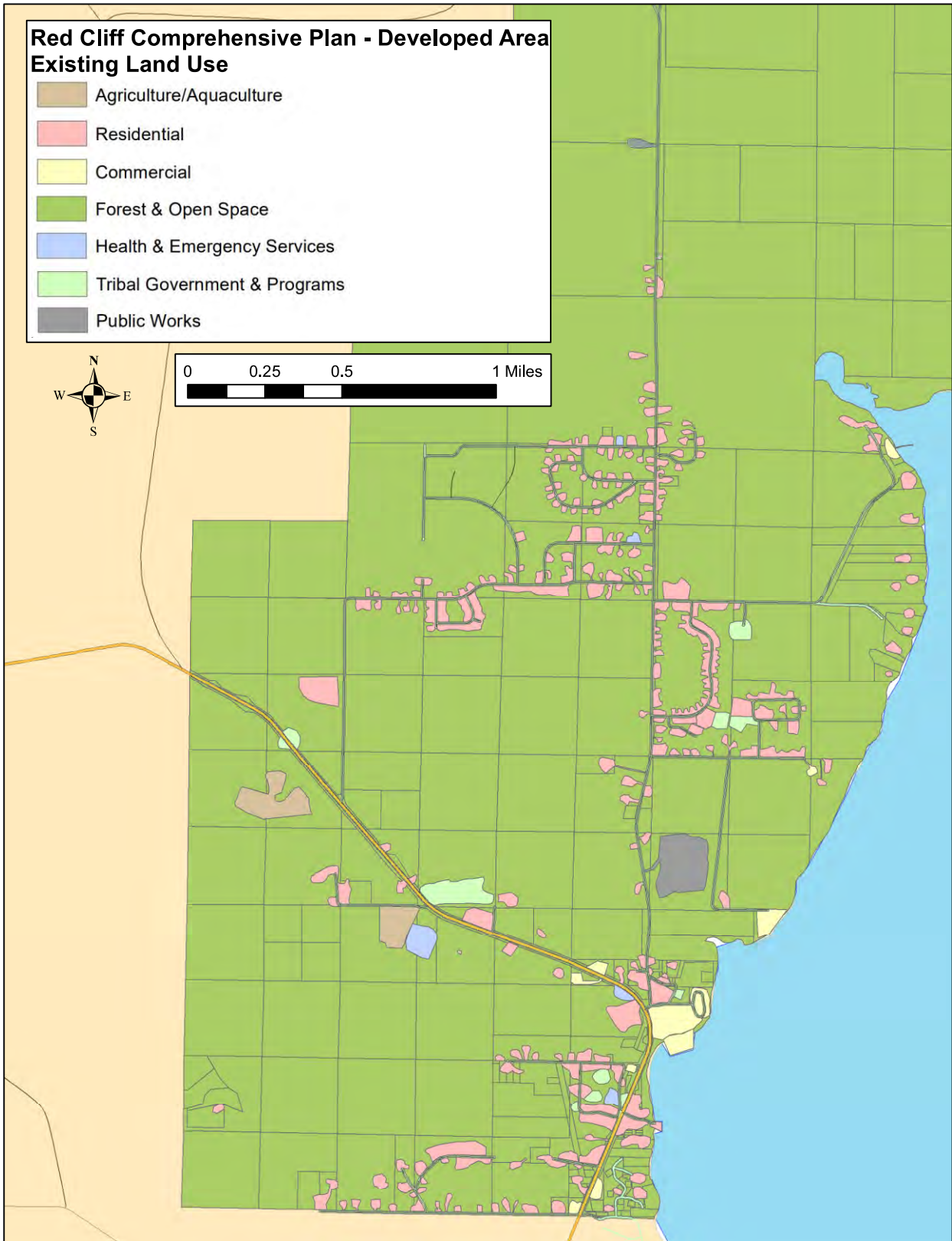
2020 Land Use	Acreage
Forest and Open Space	12,131.59
Parks and Recreation	1,711.45
Single Family Residential	238.61
Transportation	214.55
Conservation	116.96
Commercial - Recreation	17.89
Agriculture/Aquaculture	22.15
Utilities	18.91
Commercial	13.32
Tribal Government	9.57
Cultural	17.42
Health Services	6.69
Maritime	7.16
Multi-Family Residential	4.91
Social - Institutional	1.91
Waste Management/Recycling	1.27
Light Manufacturing	1.21
Emergency Services	2.52
Religious	0.46
Total	14,538.56

Map 5.2 Existing Land Use



Land Use

Map 5.3 Existing Land Use (Developed Area)



Land Use

Red Cliff Band of Lake Superior Chippewa Comprehensive Plan 2023

LAND SUPPLY

Providing an adequate supply of developable land is critical to accommodate projected growth, promote and sustain economic development and to build strong and prosperous communities. Undeveloped lands and redevelopment lands are subject to a wide array of potential “limiting factors” which may preclude certain land use practices. These factors may limit development options or completely exclude the subject lands from future development. It is important that development constraints be considered throughout the planning process and in the future as development proposals are brought before the Tribal Council. Below is a summary of development factors that have been identified in the planning area.

ENVIRONMENTAL AND CULTURAL FACTORS

Environmental and cultural factors must be closely analyzed when considering future use and development. Factors such as natural drainage patterns, steepness of slopes, soil conditions, hydrography, wetlands, floodplains, prime farmland, rights-of-way, lack of municipal sewer and water, or the presence of important historic and cultural resources may severely restrict or prohibit development. The maps contained in the Natural, Agricultural & Cultural Resources Element should serve as a general guide to aid the Tribe in broad-area land use planning. While detailed, these maps do not provide sufficient data to make individual site suitability determinations with regard to environmental and cultural factors. Site reconnaissance data and mapping coupled with assessments made by qualified professionals should be used to determine individual suitability.

Map 16 shows various factors which may inhibit growth and reveals an estimate of remaining Reservation lands with development potential. The map depicts the variables that inhibit or prevent new development from taking place. These areas include lands already developed, parks and recreation lands, wetlands, surface waters, floodplains, and steep slopes (greater than 25%).

EXISTING DEVELOPMENT

Siting new development in such a manner as to minimize development costs is paramount to development efficiency. Generally, the most cost-effective method is to site new growth directly adjacent to existing growth to minimize road construction and servicing costs, utility extension costs, and to promote an overall more compact and orderly development pattern. Other benefits of compact design include improved walkability, reduced demand for publicly funded greenspace, protection of water quality and wildlife habitat and agricultural, cultural, or scenic resources.

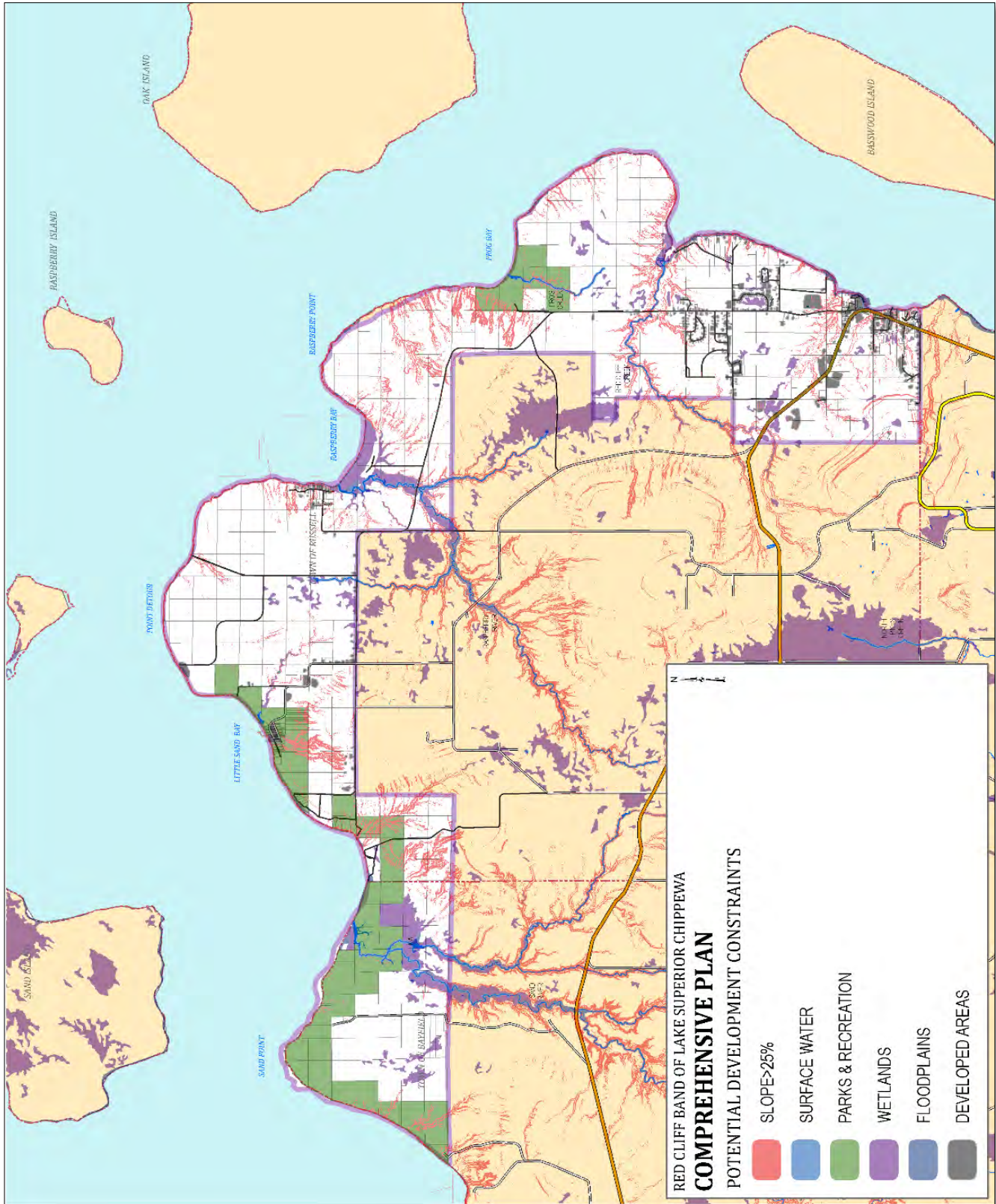
PUBLIC UTILITY ACCESS

Public utilities include municipal water systems, wastewater treatment systems, stormwater management systems, and utilities such as natural gas, electrical, telephone, and cable service. To promote an efficient and cost-effective growth pattern, new development should be sited in areas where access to public utilities is available. Rural residents generally rely on private wells for potable water and private on-site wastewater treatment systems. As a planning consideration, new development should be sited in areas with existing services or in areas where expansion of services results in the lowest possible costs.

LAND USE CONFLICTS

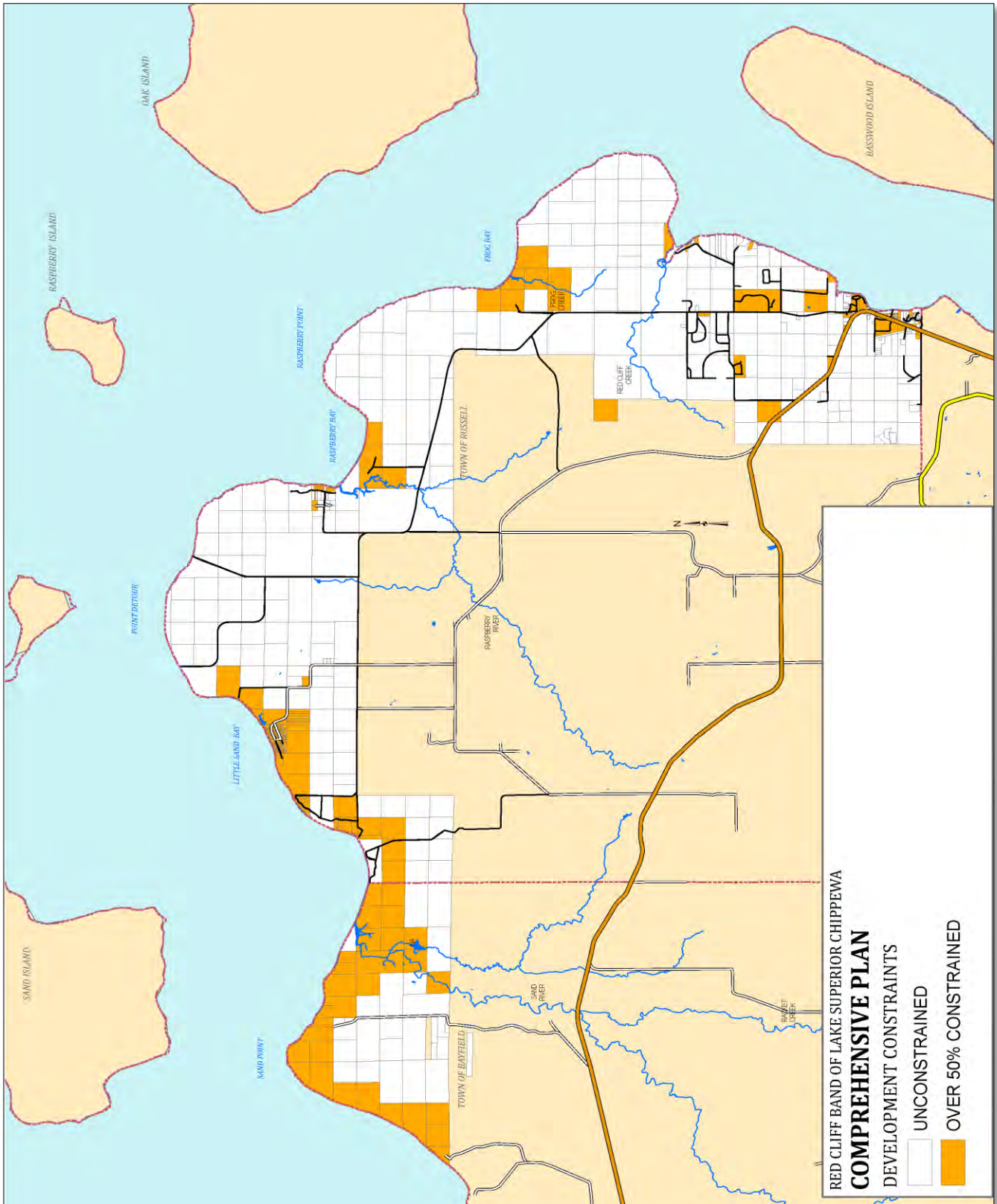
One of the challenges in land use planning is providing for a harmonious mix of diverse land uses, while avoiding land use conflict. Conflicts between uses arise when use in one area interferes with the uses in another. In some cases, these conflicts may be minor annoyances, but in other situations, land use conflicts can pose threats to health and safety.

Map 5.4 Development Constraints (Composite)



Land Use

Map 5.5 Development Constraints, Percentage Of Parcel



Land Use

Red Cliff Band of Lake Superior Chippewa Comprehensive Plan 2023

Examples of common land use conflicts include situations where residential areas adjoin areas of agricultural use, or when an industrial area is constructed near residential development. It is often desirable to reduce land use conflicts using buffer zones, or zones of transition between disharmonious land uses. The buffer concept is widely recognized as an effective tool to reduce the potential for conflict and is easily implemented through the modification of the local zoning code. This tool is particularly well suited for reducing potential conflict between residential and industrial development. In this situation a buffer would provide for a mix of light industry and commercial as a transition to residential.

Another type of conflict may arise when jurisdictions with unique planning authorities have overlapping jurisdictional boundaries. The Red Cliff Reservation lies within the Towns of Russell and Bayfield, which are located within the geographic boundaries of Bayfield County. With these geographic boundaries in mind, the Red Cliff Band of Lake Superior Chippewa is a sovereign nation with its own land use regulations and authority over all Tribal lands, which includes all lands which are in trust by the United States for the benefit of the Tribe or a member of the Tribe as well as any parcels titled to the Red Cliff Band of Lake Superior Chippewa Indians. Land use on non-trust lands is regulated by Bayfield County and the local town in which the parcel is located. Off-Reservation, Red Cliff also has a vested interest in the use of all lands within the ceded territories of the Red Cliff Band.

LAND DEMAND

Land demand projections attempt to identify future land needs based on current or anticipated trends. These estimates are based on several assumptions which are discussed under each of the relevant sections. Factors which could cause deviation from projected land demand include, but are not limited to:

- Increase or decrease in average lot sizes
- Unforeseen changes in demographic variables such as population changes or changes in average household size
- Economic variables, including land prices
- Development policies and regulations
- Physical determinants (land supply)
- Changing social or cultural values
- Transportation system improvements
- Utility access

For the purposes of this plan, land use demand forecasting was done in 5-year increments for residential, commercial, industrial, and agricultural land uses through 2040.

Land Use

Figure 5.3 Forecast Land Demand (Acres)

Land	2020	2025	2030	2035	2040	5-Year Change
Residential	243.52	269.20	290.20	311.21	332.22	88.70
Commercial	31.21	34.64	37.35	40.05	42.75	11.54
Industrial	1.21	1.34	1.44	1.55	1.65	0.44
Agricultural	22.15	24.59	26.51	28.43	30.35	8.20

Source: Northwest Wisconsin Regional Planning Commission, 2020

RESIDENTIAL LAND DEMAND

Residential (single-family residential and mixed residential) land demand forecasts are derived from population and housing data as well as land use statistics from the existing land use inventory. It must be understood that that these figures are merely estimates which are subject to numerous variables that may change over time.

COMMERCIAL LAND DEMAND

Commercial (commercial and commercial-recreational) development provides access to goods and services and employment opportunities for residents. Although this plan is not a comprehensive retail market analysis, it is important to provide adequate commercial land to meet future market needs. Because rural commercial development draws in customers from a broad radius, it is extremely challenging to accurately estimate future demand. The forecast method used to estimate future commercial land demand assumes a population service relationship and relates commercial growth to population forecasts. This model assumes that the absolute amount of commercial land per person will remain the same and that future commercial growth will occur in response to growth in population.

INDUSTRIAL LAND DEMAND

Industrial (manufacturing) development within the Red Cliff Reservation lacks the infrastructure needed to support traditional industrial development. Industrial use is dominated by ‘light manufacturing’ enterprises such as the Copper Crow Distillery. Industrial land use is less closely linked to population than commercial land use, thus are very difficult to accurately forecast. Nonetheless, the relationship between population and industrial service areas can be used to estimate future manufacturing land demand. A residential to industrial ratio model is also presented for comparative purposes.

AGRICULTURAL LAND DEMAND

Agricultural land demand forecasts are derived from population and land use statistics from the existing land use inventory. Projected increases in agricultural land demand through 2040 coincide with Red Cliff’s understanding that food and agriculture are important pieces of tribal sovereignty and as such are paramount to supporting the needs of the Red Cliff community.

Land Use

LOOKING FORWARD

LAND USE

Future land use is the focal point of the Comprehensive Plan. The Land Use Element is built upon Red Cliff's vision for the future and is intended to provide guidance for community growth and development. This element seeks to accommodate future growth by providing ample lands for residential, commercial, industrial, agricultural, and open space uses. Additionally, the element seeks to guide future growth away from areas of the community where natural constraints such as wetlands, steep slopes, and floodplains exist. It is also a primary function of this element and the plan in general to strive to preserve the unique character, reduce potential conflict, and enhance the quality of life for community members and visitors.

FUTURE LAND USE MAPPING EXERCISE

In the summer of 2021, members of the comprehensive plan steering committee engaged in an interactive exercise to identify and map desired future land uses within the reservation boundary. The committee was divided into three groups, each tasked with examining the land demand forecasts and identifying suitable locations on the landscape for future growth and development. Each group was provided with the land demand forecasts, base maps depicting potential development constraints, current land use and utility service areas; along with a blank (canvas) map on which to draw desired future land uses. This cognitive mapping exercise resulted in the development of three future land use scenarios (alternatives). Groups then worked interactively to determine where there were consistencies among the various alternatives. The working future land use alternatives were provided to Planning staff for final review and determination of the preferred future land use alternative. The preferred alternative represents the planning team's recommended future land use allocation after considering all of the alternatives, development constraints, land management direction and land demand needs.

FUTURE LAND USE MAP

The Future Land Use map is intended to provide a generalized visual depiction of the desired future land use and development pattern on the Red Cliff Reservation. The future land use map is not a zoning map, nor is it an official map, but rather it is a decision-making tool for use by the Red Cliff Tribal Government. The primary regulatory instrument used to implement the future land use map will be the zoning ordinance.

Figure 5.4 Preferred Future Land Use Classifications

Future Land Use	Focus	Acres Allocated	Acres Needed by 2040
Agricultural (Expansion)	Suitable lands allocated for future agricultural uses, including aquaculture.	15.0	7.5
Single-Family Residential (Residential) (Expansion)	Suitable lands allocated for future low density single-family residential housing.	113.5	88.7 (Total Residential)
Mixed Residential (Residential) (Expansion)	Suitable lands allocated for a mix of single-family resident and multi-family residential land uses (apartment complexes, duplexes and elderly apartments).	315.1	88.7 (Total Residential)
Commercial (Expansion)	Suitable lands allocated to accommodate forecast demand for consumer-oriented retail and service businesses. Includes outdoor recreation oriented commercial uses.	164.3	10.6
Industrial (Expansion)	Suitable lands allocated to accommodate forecast demand for industrial (manufacturing) and other employment-oriented uses. Currently only Copper Crow Distillery in the 2020 inventory.	29.9	0.5
Conservation (Expansion)	Allocated lands set aside for conservation purposes. Future non-development areas.	857.6	
Health Services (Expansion)	Suitable lands allocated to accommodate the expansion of infrastructure and facilities related to community health services.	35.2	
Maritime (Expansion)	Suitable lands allocated to accommodate the expansion maritime-related land uses, including water-dependent and water-related commercial or industrial land uses.	0.5	
Tribal Government (Expansion)	Suitable lands allocated to accommodate the expansion of Tribal Government facilities, programs and infrastructure.	40.0	
Other (Expansion)	Suitable lands allocated to accommodate the expansion of other land uses. This class denotes a proposed shooting range adjacent to Blueberry Road.	5.1	

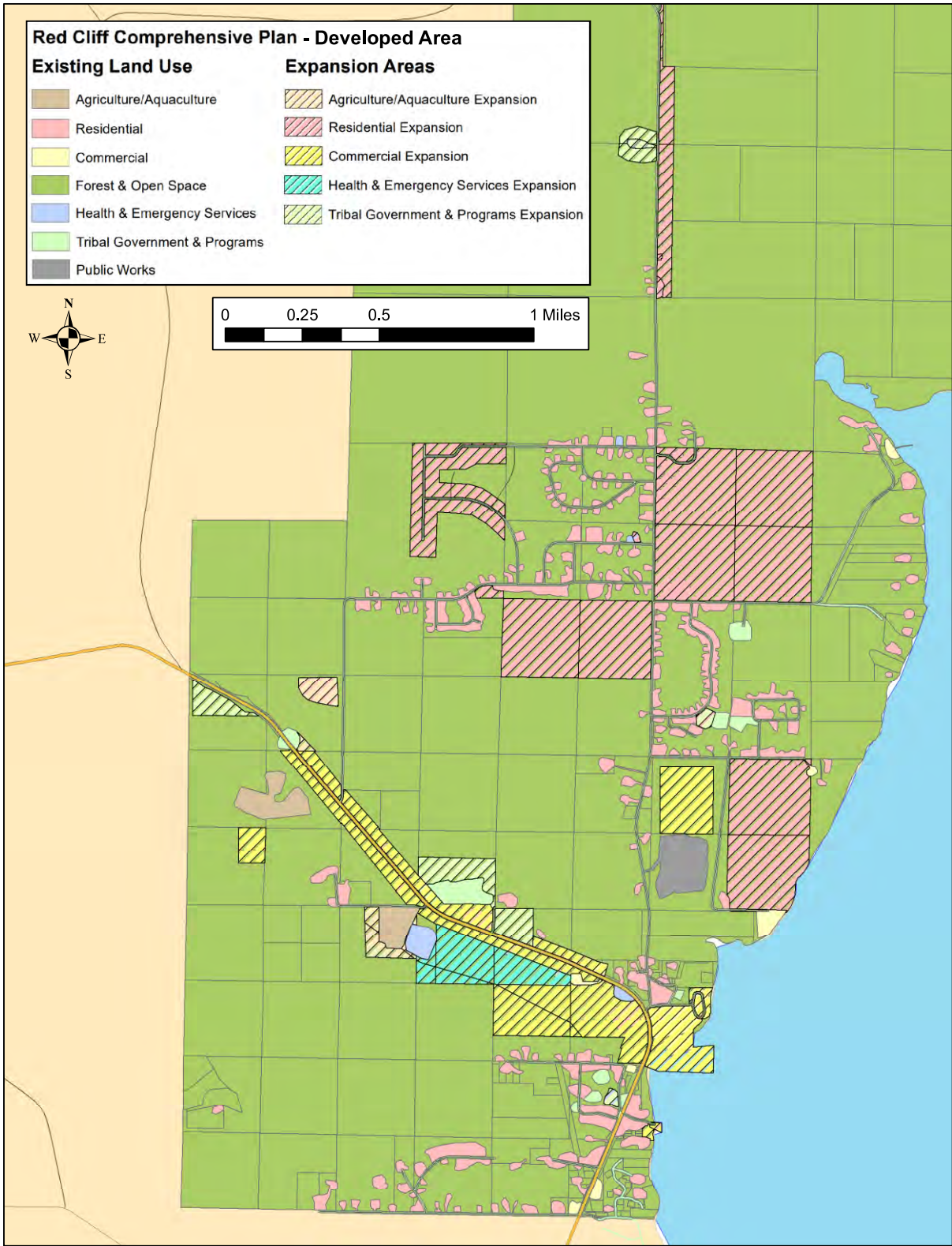
ZONING/FUTURE LAND USE

The Red Cliff Zoning Code was compared with the desired future land use pattern to examine plan consistency with the underlying regulatory framework.

The comprehensive plan identifies two areas for future industrial use. These are intended for consumer-oriented, light industrial uses such as the production or assembly of goods or technical/professional services. Business-oriented heavy industrial uses are not included within this classification. Currently, there is not zoning classification which would support light industrial uses as permitted or conditional uses. The only light industrial use within the reservation boundary is the Copper Crow Distillery, LLC, which is currently zoned commercial.

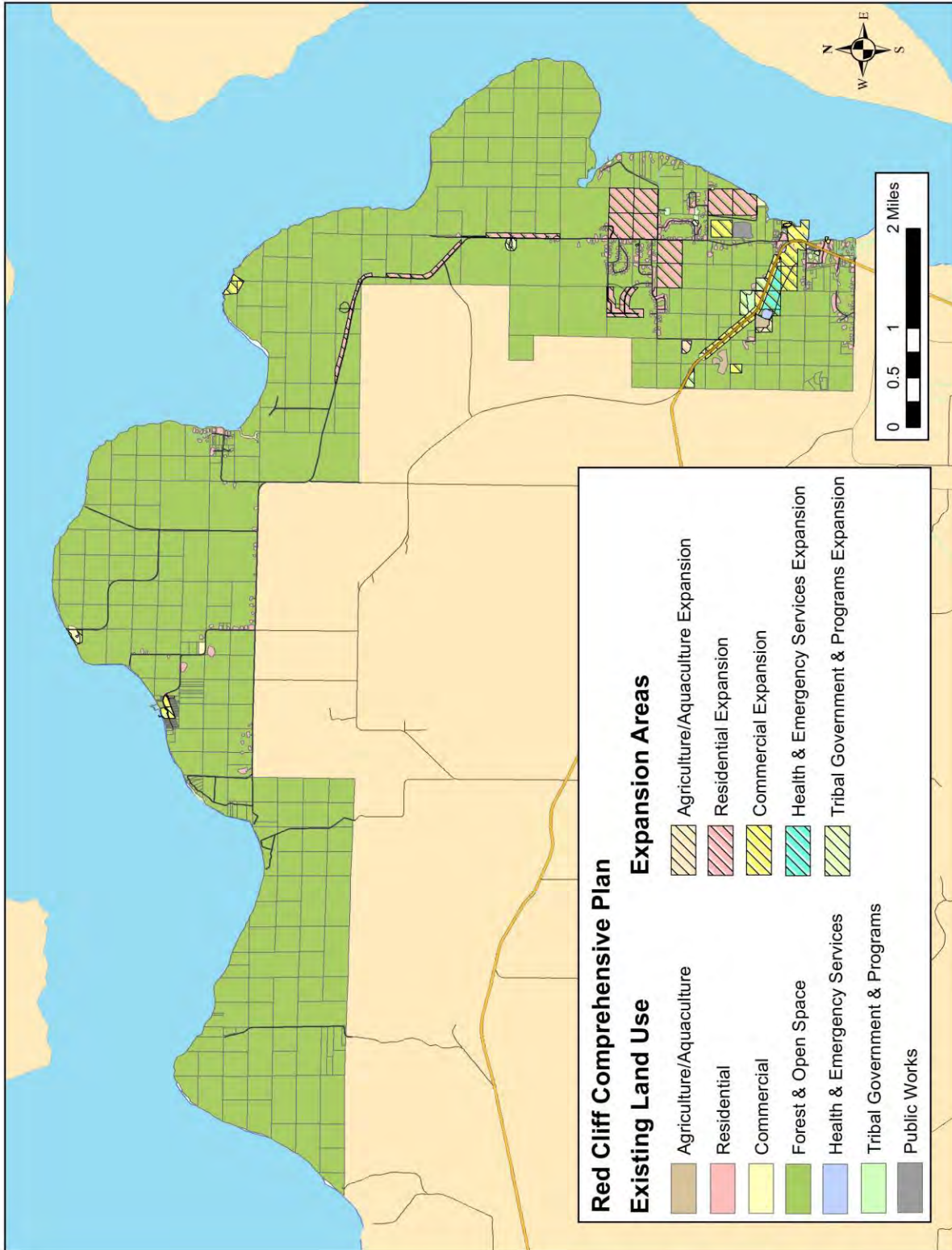
It is recommended that the zoning code be examined to identify whether light industrial uses proposed are compatible with the current commercial district framework or whether a new Light Industrial zoning district should be created.

Map 5.6 Future Land Use, Preferred Alternative



Land Use

Map 5.7 Future Land Use, Draft Preferred Alternative (Developed Area)

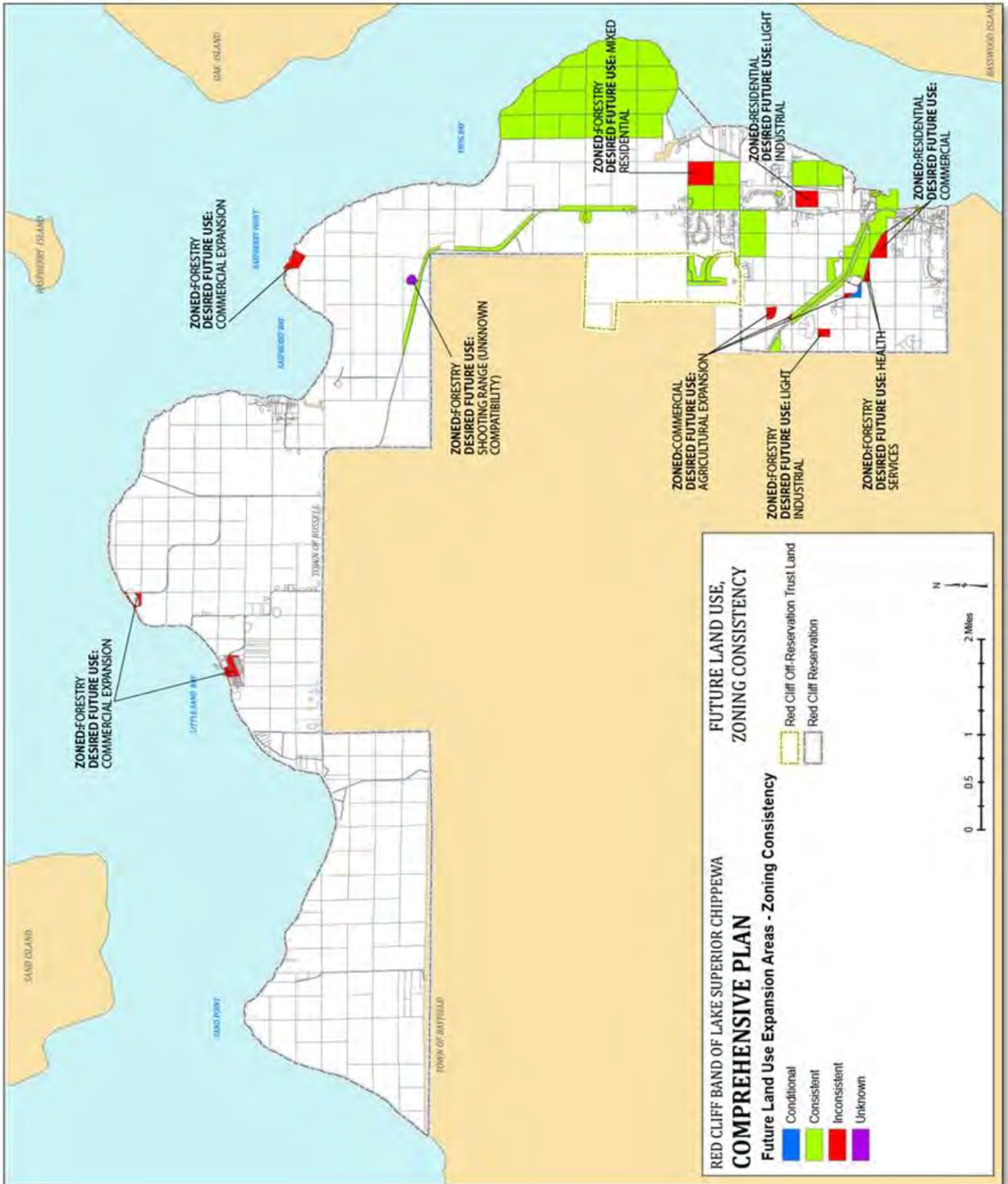


Land Use

Figure 5.4 Zoning Districts, Permitted, and Conditional Uses

DISTRICT	PERMITTED	CONDITIONAL
RESIDENTIAL	Single and multi-family dwellings, government services, utilities, playgrounds, parks.	Low-impact agriculture as a primary use, home-based businesses, public services, cemeteries, libraries, schools, recreation centers, community living arrangements, wireless communication facilities.
MIXED USE COMERCIAL	Government and public service facilities, offices, personal or professional services, indoor sales and services, hotels, motels, marinas, restaurants, and tourism establishments.	Residential dwellings, outdoor sales and services, wireless communication towers, auto-mechanic services, underground fuel storage, commercial facility that exceeds 10,000 square feet, commercial animal boarding.
FORESTRY	Hunting, gathering, fishing, passive recreational use, residential dwellings, and public infrastructure improvement.	Active recreational use, timber sales, timber harvest, low-impact agriculture, parks, trailheads, auto-salvage operations, solar power generation facilities, and wireless communication towers.
PRESERVED OVERLAY	Cultural activities including hunting, gathering, fishing, open space preservation, passive recreational use and conservation projects as undertaken by tribal departments.	Docks, and active recreational use as managed by tribal entities.
LIGHT INDUSTRIAL	The light industrial zone district provides land suitable for low impact industrial uses to meet economic development objectives and provide employment opportunities to improve the economic conditions of individual tribal members that do not create negative health, safety or quality of life impacts to adjacent nearby land uses.	

Map 5.8 Future Land Use Expansion Areas



Land Use

UTILITIES/FUTURE LAND USE RECOMMENDATIONS

Public utilities may need to be extended to serve desired future growth areas if these services are currently unavailable. While not necessarily required for single family residential, the provision of sewer and water service is essential for commercial, industrial, or multi-family residential development.

Figure 5.5 Utility Service Guidelines

Land Use	Sewer	Water
Low Density Single Family, Detached	On-Site	On-Site
Two-Family Residential, Detached	Public	Public
Single Family Residential Cluster	Public	Public
Townhouses	Public	Public
Apartments, Multi-Family Units	Public	Public
General Commercial	Public	Public
Government & Institutional	Public	Public
Industrial	Public	Public
General Agricultural Uses	Optional	Optional
Municipal Use	Optional	Optional
Medical Facilities/Clinics	Public	Public

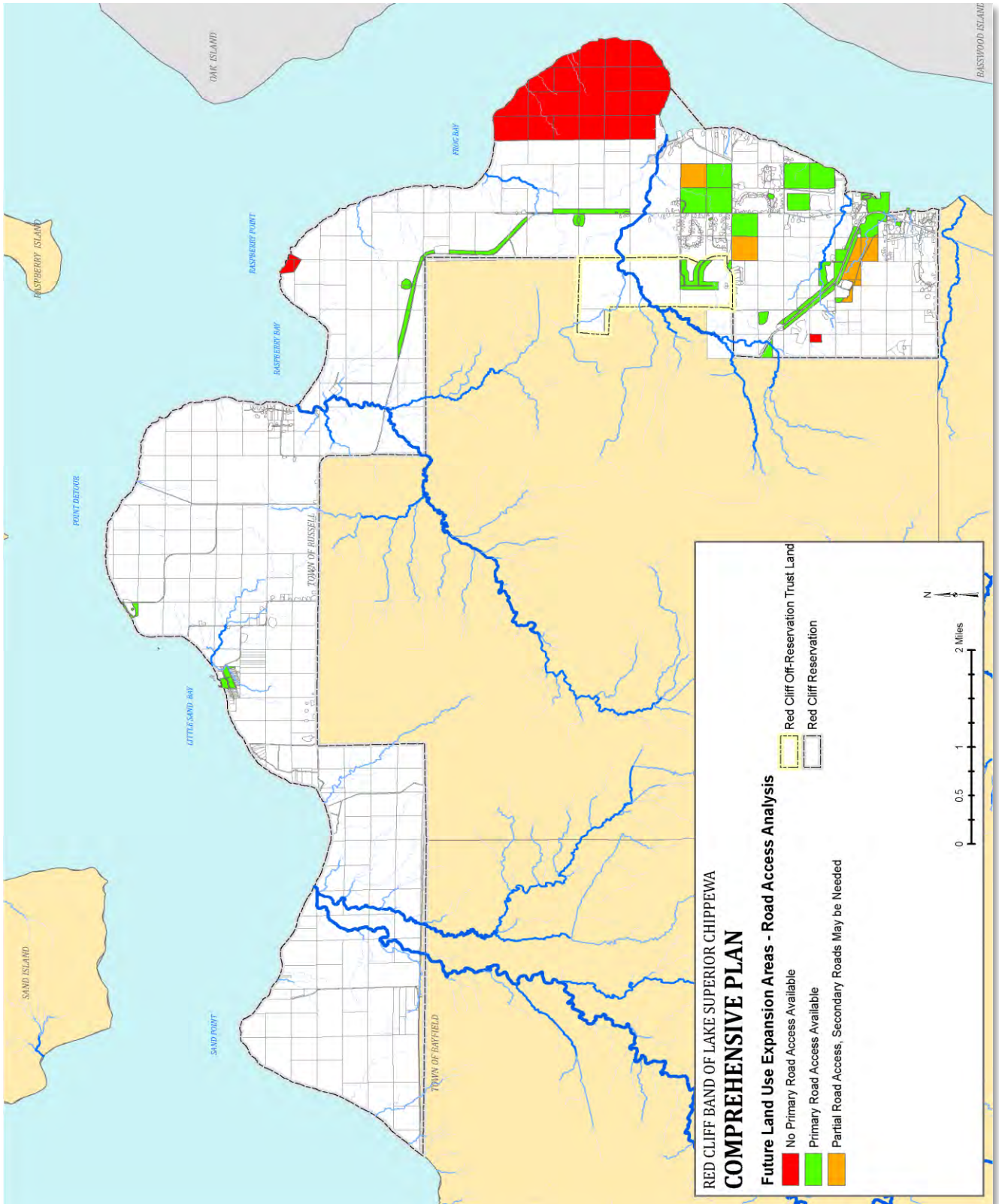
TRANSPORTATION SYSTEM/FUTURE LAND USE CONSISTENCY RECOMMENDATIONS

Future development areas were also examined to determine the present level of road access. Access to these areas were examined within the context of both primary (exterior) and secondary (interior) road access. Primary refers to proximity of the subject parcel, or land area, to an existing road corridor. Secondary access refers to interior roads, within the existing parcel or land area. Secondary access corridors are typically associated with residential, or mixed-use developments, which often have many individual structures. These developments are also typically served by a network of interior roads, which connect the individual structures within the larger development.

The provision of road access to desired future land uses is depicted in Map 2.3, Future Land Use Expansion Areas (Road Access Analysis). This plan does not prescribe specific transportation improvements needed to facilitate access and circulation within desired future land uses, as these improvements would be contingent upon numerous other factors relating to the proposed development.

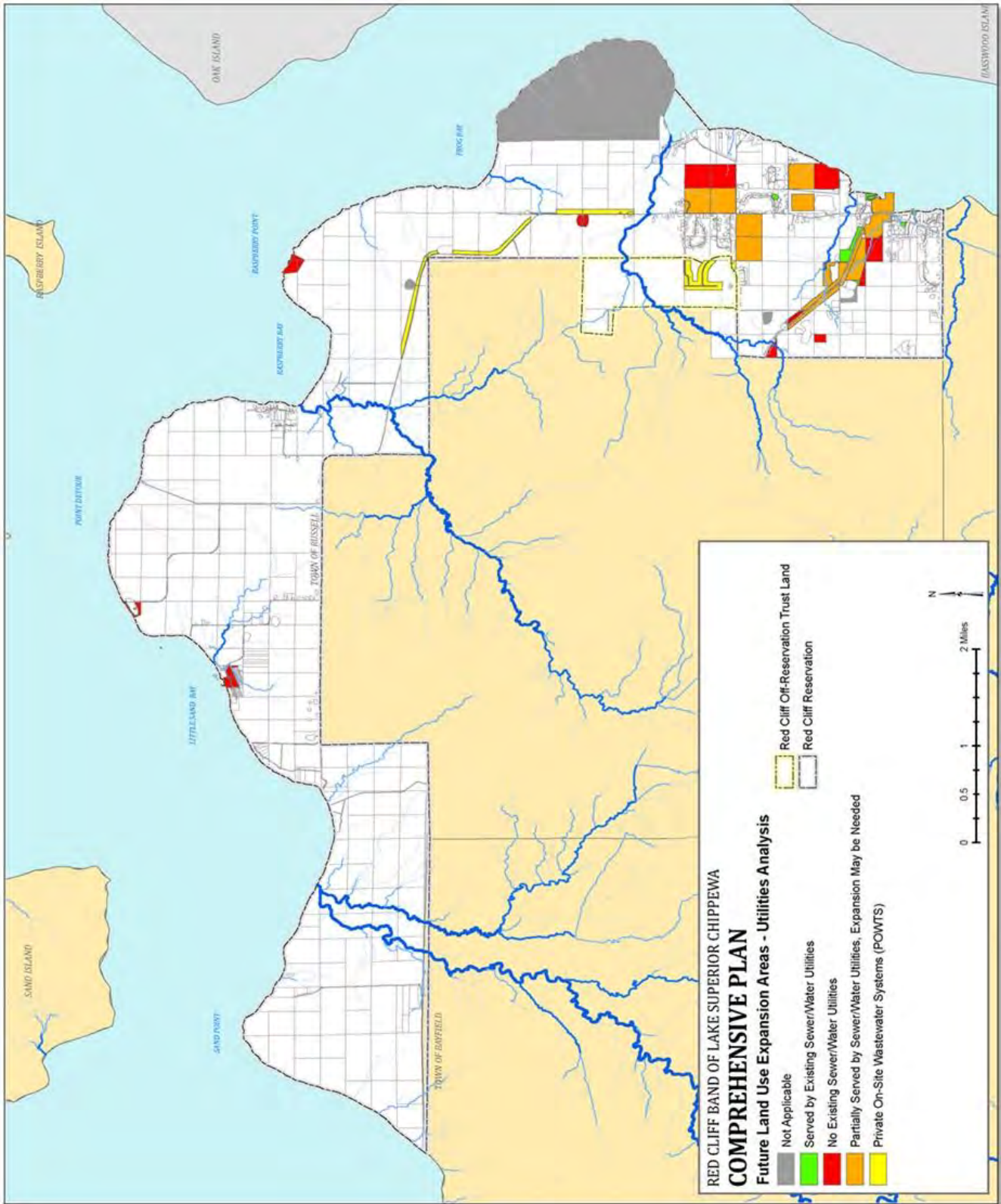
Land Use

Map 5.9 Future Land Use Expansion Areas (Utilities Analysis)



Land Use

Map 5.10 Future Land Use Expansion Areas (Road Access Analysis)



Land Use

9 HOUSING

OVERVIEW

The Housing Element provides a framework for promoting a diverse housing supply, protecting, and improving the health and livability of neighborhoods, and making adequate provisions for the current and projected housing needs of all economic segments of the community. The Tribe will work to foster housing opportunities that are affordable to those at all income levels.

Currently, there are more Tribal members desiring to live in Red Cliff than there is available housing on the Reservation.

RCCHA housing developments are currently concentrated in the southeastern portion of the Reservation. The New Housing, Hillside and Bradum housing developments consist of approximately 200 houses, with many additional houses outside of the neighborhood developments and several tribal buildings. Red Cliff's oldest housing development, known as "Old Housing," is located at the southeastern end of the Reservation. This development consists of approximately 36 houses and 7 tribal administrative buildings.

CURRENT CONDITIONS

Household Characteristics

Households are a population demographic characteristic representing occupied housing units. The average household size is 2.9 persons per household (RC Census, 2018), which is notably higher than the statewide average of 2.4 and the national average of 2.6 (ACS, 2018)Figure 6.1 Age of Housing Stock (including RCCHA and Private)

Year Constructed	Count
Before 1910	2
1910-1929	1
1930-1949	5
1950-1969	38
1970-1989	132
1990-2009	147
2010 or later	91
Unknown	40

Red Cliff Tribal Census 2018

Housing

Family Units

The table below identifies the number of separate families living in identified housing units on a permanent or temporary basis. This statistic includes parents or caregivers and minor children, independent couples, and single adults as separate families.

Figure 6.2 Family Units, Tribal Census Counts

Family Units	Count	Percent
0	210	45.7%
1	231	50.2%
2	13	2.8%
3	4	0.9%
4	1	0.2%
5	1	0.2%
TOTAL	460	100%

Figure 6.3 Independent Couples, Tribal Census Counts

Independent Couples	Count	Percent
0	390	84.8%
1	68	14.8%
2	2	0.4%
TOTAL	460	100%

Figure 6.4 Single Adults, Tribal Census Counts

Single Adults	Count	Percent
0	205	44.6%
1	186	40.4%
2	53	11.5%
3	14	3.0%
4	2	0.4%
TOTAL	460	100%

Housing

Figure 6.5 Housing Costs

Owner-Occupied Housing Units	Count	Renter-Occupied Housing Units	Count
Monthly Mortgage Costs		Monthly Rental Costs	
Less than \$200	8	Less than \$100	22
\$200 to \$399	11	\$100 to \$149	11
\$400 to \$599	15	\$150 to \$199	12
\$600 to \$799	9	\$200 to \$249	4
\$800 to \$999	2	\$250 to \$299	8
\$1,000 to \$1,499	2	\$300 to \$349	8
\$1,500 to \$1,999	2	\$350 to \$399	2
AVERAGE	\$ 508.11	\$400 to \$449	2
MEDIAN	\$ 458.00	\$450 to \$499	2
		\$500 to \$549	1
		\$550 to \$749	0
		\$750 to \$799	2
		\$800 to \$899	2
		\$900 to \$999	0
		\$1,000 to \$1,249	0
		AVERAGE	\$214.88
		MEDIAN	\$169.50

Source: Red Cliff Tribal Census 2018

Housing Preferences

Figure 6.6 Housing Type, Tribal Census Counts

Housing Type*	Count	Percent
Single-family home traditional construction	221	49.9%
None (everyone in the household prefers to stay in the current housing)	152	34.3%
Single-family home modular construction	64	14.4%
Mobile home	15	3.4%
Duplex/ townhouse	12	2.7%
Apartment	12	2.7%
Assisted living	3	0.7%

*could select more than one option

Housing

RED CLIFF CHIPPEWA HOUSING AUTHORITY (RCCHA)



As sovereign nations, Tribes are the direct recipients of federal funding from the United States Department of Housing and Urban Development (HUD). Each Tribe designates an entity to administer its housing programs with these federal dollars. RCCHA is the entity designated by the Tribe to receive HUD funds for the planning, design, construction, and maintenance of affordable housing on the Red Cliff Reservation. The Red Cliff Chippewa

Housing Authority (RCCHA) works to provide safe, sanitary, and affordable housing for families of low to median income.

The Red Cliff Housing Board is responsible for implementing the provisions of the Red Cliff Code of Law Chapter 19 pertaining to the Red Cliff Chippewa Housing Authority. The primary responsibility of the Housing Board/Authority is to oversee and regulate all matters concerning housing, tenants, and homebuyers within the jurisdiction of the Red Cliff Reservation.

The Housing Board/Authority serves to remedy unsafe and unsanitary housing conditions that are dangerous to the public health, safety, and morals. The Housing Board/Authority works to increase the availability of safe, sanitary, and affordable dwellings for persons of low income; and provides employment opportunities through the construction, reconstruction, improvement, extension, alteration or repair and operation of low-income dwellings.

Housing Stock Inventory

Figure 6.7 RCCHA Residential Units (Indian Housing Block Grant funding)

Description	Units
Low Rent	39
RCR1	40 (Low Income Housing Tax Credit)
RCR2	38 (Low Income Housing Tax Credit)
TOTAL	117

Source

The Indian Housing Block Grant Program currently provides funding for 54.9% of RCCHA housing units, which is roughly \$100,000 below needs based on the 2018 Tribal Census.

Housing

Figure 6.8 RCCHA Residential Units Not Under Indian Housing Block Grant Funding

Description	Units	Year Built
Bradum Phase 1	24 (Low Income Housing Tax Credit)	2008
Bradum Phase 2	24 (Low Income Housing Tax Credit)	2011
New Hope	24 (Low Income Housing Tax Credit)	2016
6-plex	6 (income-based rent)	2021 rehab
4-plex	4 (flat/ceiling rent)	2013
Lease-to own	1	
Richard Gurnoe Villa	12	2010
TOTAL	95	

LOOKING FORWARD

HOUSING DEMAND

Housing demand forecasts are tools used by governmental units to allocate lands to accommodate future growth and development. These forecasts also enable communities to prepare for future public services and facilities demands for sewer, water, fire and police protection, and other public services. The total number of occupied housing units on the Red Cliff Reservation is expected to increase by 33.8 percent by the year 2040.

It is estimated based on 2018 Red Cliff census data that approximately 150 housing units are needed to meet the growing housing demand within the reservation. To accommodate forecast demand, a minimum of 8 new housing units would need to be added to the total housing stock each year throughout the planning period.

Figure 6.9 Housing Forecasts, 2020-2040

	2020	2025	2030	2035	2040
Population in Owner-Occupied Housing Units	677	769	839	902	971
Population in Renter-Occupied Housing Units	720	703	756	805	856
Total Population in Housing Units	1385	1502	1619	1736	1854
Total Owner-Occupied Housing Units	267	289	312	335	357
Total Renter-Occupied Housing Units	218	237	255	274	292
Total Occupied Housing Units	485	526	567	608	649

Source: NWRPC, 2020

Housing

10 TRANSPORTATION

OVERVIEW

Statute 25 CFR 170 states that the purpose of transportation planning is to address current and future transportation, land use, economic development, traffic demand, public safety, health, and social needs; and it further explains that the purpose of long-range transportation planning is to clearly demonstrate a Tribe's transportation needs and to develop strategies to meet these needs.

The need for a well-developed plan that will address all the factors related to the transportation system for the Red Cliff Tribe is essential for the growth of the community, their economic wellbeing, and the ability to continue survival as an independent domestic sovereign nation.

CURRENT CONDITIONS

TRIBAL TRANSPORTATION PLANNING

Affirmed in treaties, Supreme Court decisions, and executive orders, the Federal Highway Administration has a government-to-government relationship with Indian Tribal Governments and requires that the FHWA and other Federal agencies consult with Tribes regarding policy and regulatory matters. Additionally, 23 USC 134 and 23 USC 135 establish consultation requirements with Tribes through the Statewide and Metropolitan transportation planning and programming processes.

Transportation planning is the process of developing strategies for operating, managing, maintaining, and financing the area's transportation system to achieve the community's long-term transportation goals and vision. It looks for ways to solve current transportation problems while anticipating and addressing issues likely to occur in the future.

Red Cliff Band of Lake Superior Chippewa is engaged in developing a new Long-Range Transportation and Safety Plan (LRTSP 2025-2035) which will address public transportation and traffic safety-related needs on the Reservation. The Red Cliff community has experienced extreme changes since development of the previous LRTSP in 2005. The need for enhanced public transit services has grown, and the LRTSP can only provide a general identification of these needs, without providing the essential details of strategies to address these needs.

The Red Cliff Band of Lake Superior Chippewa is currently engaged in the pre-planning phase regarding the development of a Transit Plan designed to address and identify public transportation needs and issues on the Reservation. The Transit Plan will provide essential details related to goals, objectives, strategies for implementation designed to appropriately address meeting the transit demands throughout the Reservation.

Transportation

CURRENT TRANSPORTATION FUNDING

The Surface Transportation Assistance Act of 1982 established the Indian Reservation Roads (IRR) Program funded within FHWA's Federal-aid account. Since the establishment of the IRR Program, now called the Tribal Transportation Program (TTP), and under subsequent transportation authorizations, the total Federal construction authorization for Tribal transportation has exceeded \$10 billion. These investments have contributed to the improvement or maintenance of roads, the replacement or rehabilitation of deficient bridges, and creation or maintenance of safety and transit projects on or near tribal lands throughout Indian Country. The National Tribal Transportation Facility Inventory (NTTFI) is a listing of eligible public transportation facilities upon which TTP funding can be expended. The NTTFI consists of over 156,000 miles of public roads with multiple owners, including Indian Tribes, the BIA, states, counties and local governments, as well as other Federal agencies.

Unlike the TTP, which is funded by the Department of Transportation and jointly administered by BIA and FHWA, the BIA Road Maintenance Program (RMP) is funded by the Department of the Interior and overseen solely by the BIA. The BIA RMP has traditionally been responsible for maintaining only roads designated as BIA-owned. Today, of the 145,400 miles of existing roads in the NTTFI, the BIA has responsibility for approximately 29,100 miles designated as BIA road system.

For the sake of comparison, the Town of Russell maintains approximately 26 miles of non-reservation road infrastructure and will receive \$67,742 and in addition will apply an additional \$233,000 from shared revenue and local taxes. In comparison, Red Cliff received \$61,000 to maintain 48 miles of Federally owned roads, because of the lack of a tax base, this has forced Red Cliff to utilize the bulk of Tribal Transportation funding to support the maintenance program. This leaves Red Cliff at a disadvantage regarding new construction and economic opportunities while enabling the Federal government to be negligent in their trust responsibilities.

The deficiencies in transportation funding have contributed to a lack of resources for roadway construction, maintenance, and transit services. Funding for maintenance has been deferred for decades, with allocations falling short of need as generated by formula. The maintenance funding needs are determined and based on Level of Service and Roadway Surface Type by cost per mile. The RCTC is necessary for the Red Cliff Band's self-governance and ability to provide safe roadways for its members and the public, while improving the roadways and mobility, yet is unfunded.

CURRENT TRANSPORTATION INFRASTRUCTURE

The primary mode of transportation on the Red Cliff Reservation is the motor vehicle. Wisconsin's Lake Superior Scenic By-Way, Highway 13, runs through Red Cliff Band reservation and serves as its main thoroughfare used by the Tribe and general public as the scenic highway. Highway 13 corridor serves as the Tribe's commercial district (RC Zoning) and is where the majority of government offices/services are located. Though the Tribe is not responsible for the vehicular travel lanes of the highway, the Tribe is responsible for maintenance of providing snow and ice control of the sidewalks and shared use trails (bike and pedestrian), maintaining corridor lighting, maintaining the culverts (a fully functional

Transportation

drainage system), and vegetation control for the roadway corridor. Without the Tribe's continued and improved ability to fulfill its responsibilities for Highway 13 the two lane highway/thoroughfare would be compromised, which would hinder the future of the transportation network. The Tribe values these priorities and is willing to continue investing resources to maintain this infrastructure.

The following table includes a breakdown of Red Cliff's roads based upon class types and ownership. It also includes an inventory of their total road mileage based upon each class type.

Figure 7.1 Indian Reservation Roads Program – Miles of Road by Class and Organizational Responsibility (Present System) FY 2021 Inventory

Ownership	Major Arterial	Rural Minor Arterial	City Local	Rural Major Collector	Rural Local	Non (null)	All Classes
Bureau of Indian	0	0	14.2	40.6	22.6	0	77.4
Red Cliff Tribe	0	0	0.1	0	0	0	0.1
State	0	34.2	0	0	0	0	34.2
Urban	0	0	0	0	0	0	0
County and	0	0	0	53.5	67.3	1.6	122.4
Other BIA Offices	0	0	0	0	0	0	0
Other Federal	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	0	34.2	14.3	94.1	89.9	1.6	234.1

Source: BIA, 2020

The following tables includes a breakdown of the road inventory of route lengths per route within Red Cliff.

Figure 7.2 Red Cliff Transportation Road Inventory (Present System) FY 2021 Inventory

Route Name	Route Length (Mi)	Route Name	Route Length (Mi)
Eagle Bay Road	1.9	Route 1169	0.5
Big Sand Bay Road	2.4	Route 1170	0.6
N/A	1.4	Route 1171	1.1
Allen Road	0.6	N/A	
Ridge Road	2.9	N/A	0.5
Rc Community Road	0.4	Route 1172	0.4
Pike Road	0.6	N/A	-
Church Road	0.3	N/A	0.1
North Bradum Road	0.3	Route 1173	1.1
North Bradum Road	0.3	Route 1174	1.2
North Bradum Road (Ext.)	1.1	Route 1175	0.6
Roy/Gordon Road	0.2	Engholm Road	1
Bishop Lane	0.5	N/A	0.1
Bresette Road	0.4	Frog Bay Road	0.4
Dock Road	0.1	East Bresette Hill Road	0.1
Bradum Road	0.7	Tots Road	0.1
Blueberry Road	3.7	Point Detour Campground	0.2
Blueberry Road	2.5	N. Ridge Road	0.2
Blueberry Road Bridge	-	Little Sand Bay Road	1.5
Blueberry Road	1.5	Ladd Street	0.2
Merchant Road	0.7	Raspberry Campground Road	0.5
Park Road	0.2	New Cemetery Road	0.1
Shaft Street	0.1	Bear Paw Road	0.4
Shaft Street	0.2	N/A	0.6
Pageant Road	1.2	N/A	0.2
Aiken Road	0.4	N/A	0.2
Woodlot Road	1.3	N/A	0.2
Woodlot Rd -- North / South	1.3	Benashi Dr	0.2
Townline Road	0.9	Butterfield Farm Rd	0.2
Townline Road	0.9	N/A	0.1
N/A	0.4	J.D. Drive	0.2
Dailey Road	0.3	Mitigomin Road	0.6
Daley Zroad (Extension)	1	Makizin Road	0.3
East Scheffel Drive	0.7	Bizhiki Dr (Buffalo Dr)	0.2
Division Street	0.3	Ezigaa Drive	0.2
Raspberry Road	0.9	Okikaandag Road	0.2
West Scheffel Drive	0.8	Wiiywaas Miiikana Road	0.7
Raspberry Shore Drive	0.5	St. Hwy. 13	2.6
N/A	0.2	St. Hwy. 13	16.1
Point Detour Road	1.8	St. Hwy. 13	12.5
Rowley Road	1	St. Hwy. 13	3

Transportation

Route Name	Route Length (Mi)	Route Name	Route Length (Mi)
N/A	0.4	Camp Street	0.4
Tiny Tots Drive	0.1	N/A	1.6
Raspberry Bay Road	0.1	Hyde Road	1
Buffalo Bay Campground	0.5	Little Sand Bay Road	1
Emil Road	1.6	Old Co. K	8.2
Nuzzo Road	0.1	Sand Point Road	3.3
New Housing Road	0.6	Menard Road	0.4
Woodland Road	0.5	Eagle Island Road	2.2
N/A	0.4	Happy Hollow Road	5.8
Youth Center Drive	0.2	Star Route	8.6
Water Tower Road	0.3	Cr J	8.4
Water Tower Road	0.3	Turner Road	2.1
N/A	0.3	Torbick / Weidinger Road	1.6
Route 1141	1	Peterson Hill Road	3.4
Route 1151	1	Soper Road	1.3
Route 1152	1.2	Compton Road	1.9
Route 1153	1.6	Valley Road	0.3
Route 1154	0.9	Valley Road Bridge	
Route 1155	0.4	Valley Road	0.3
Route 1156	0.4	Valley Road	1.3
Route 1157	1.3	Jammer Hill Road	2.3
Route 1158	2.3	Smith Fire Lane	3.7
Route 1159	1.3	Kjarvick Road	1.1
Route 1160	1.3	Friendly Valley Road	1.6
Route 1161	0.6	Friendly Valley Road	7.7
Bishop Loop	0.5	North Boundary Road	4.4
Route 1163	0.4	Jodi Road	5
Route 1164	1.1	Lost Lake Road	1.3
Route 1165	0.9	Butterfield Road	4.7
Route 1166	1.3	Stage Road	3.8
Route 1167	1.1	Cr C	19.6
Route 1168	1.2	Whiting Road	6.5
Route 1169	0.5	Echo Valley Road	8.0

The current conditions of BIA Federal roadways on the reservation, excluding State Highway 13, as listed in the Integrated Transportation Information Management System (ITIMS) Road Inventory Field Data System (RIFDS) Module, the total mileage is 46 miles. Based on RIFDS inventory, the Level of Service (LOS) for these roadways is indexed as:

- 16.7 miles (42%) LOS = '5-Failing'
- 9.3 miles (13%) LOS = '4-Poor'
- 13.9 miles (18%) LOS = '3-Fair'
- 5.6 miles (12%) LOS = '2-Good'
- 0.5 miles (2%) LOS = '1-Excellent'

Transportation

MODES OF TRANSPORTATION

Private vehicles are the major means of transportation. State Highway 13 is the major north – south route through Bayfield County. It is a two-lane surface road built in 1918. There are many people without their own vehicles who must rely on public transportation or on friends and relatives for rides for shopping, emergencies, or other appointments in Bayfield, Washburn, Ashland, or other destinations. Twenty-five (25) percent of the workforce commutes more than 30 minutes one-way to work each day.

Miskwaabekong (Red Cliff Transit) is an independent part of the regional system that connects to Bay Area Rural Transit (BART), which provides bus and shuttle service in the Chequamegon Bay area. Red Cliff Transit is open to the public and is available to anyone needing transportation within the Red Cliff/Bayfield area, as well as providing BART bus connection and transfer services for anyone who needs to travel to other communities within the Chequamegon Bay area.

All-terrain vehicles (ATVs) and snowmobiles are a common mode of travel and recreation within Red Cliff. They are an affordable method to travel short distances. ATVs do not have separate designated facilities to travel on; therefore, ATVs are limited to share the roadway with vehicles or interact with non-motorized road users on the sidewalks and trails. The Tribal Council recognizes the importance of snowmobile and ATV-use in the community. These designated corridor types can compromise safety for motorists and users of the same system. If RC wants to attract these types of sports here, providing a trail system for these modes of transportation could enhance safety, accessibility, and mobility. Attracting and sustaining economic development opportunities through implementing a trail system would also provide cultural support to these users. ATVs and snowmobiles are motorized vehicles which travel at lower speeds than cars and trucks and higher speeds than pedestrians and bicyclists. This variance in speed between the modes increases the risk of a collision, resulting in severe injuries. ATVs and snowmobiles are allowed to travel within the public right-of-way on tribal roads, but not on state trunk highways. Snowmobiles are allowed on county road shoulders.

Pedestrians also utilize the road network within the Red Cliff Reservation. Three pedestrian collisions occurred between 2000 and 2019, resulting in one fatality, one A-severity injury and one B-severity injury. Each of these incidents occurred on Blueberry Road, the main thoroughfare through the most densely populated area of the reservation.

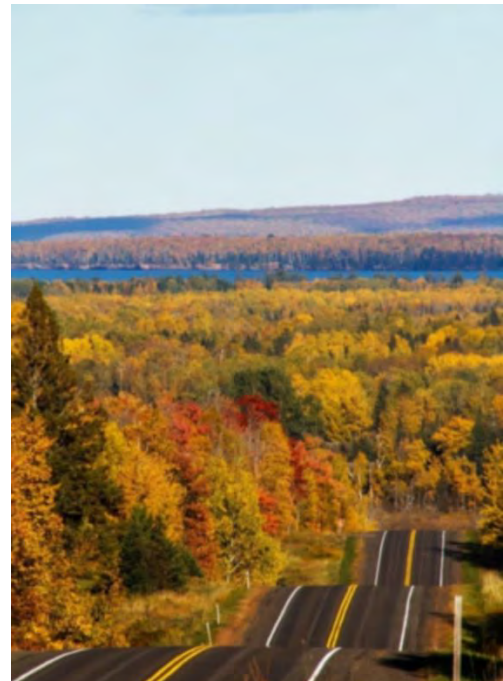


Figure 2 Photograph by Phoebe Hyde, Red Cliff Tribal Member

Transportation

CURRENT ACTIVE TRANSPORTATION

Red Cliff acknowledges the importance and need for identifying a sustainable active transportation system to provide accessible and safety active transportation options. Currently, there is no known plan to invest in active transportation infrastructure now. Red Cliff has identified some pedestrian infrastructure general maintenance projects located along HWY 13. Future roadway new-build projects have the prospects to bring new active transportation infrastructure within the residential developments.

LOOKING FORWARD

PROACTIVE TRAFFIC SAFETY MEASURES AND APPROACHES

In 2011, the Wisconsin Department of Transportation (WisDOT) Tribal Task Force commissioned Opus International Consultants to create a multi-faceted Tribal Highway Safety Plan for the Red Cliff Band of Lake Superior Chippewa. The Tribal Highway Safety Plan envisions cooperation by various agencies including WisDOT, Bayfield County, and the Tribal Roads Department which have the authority and responsibility to build and maintain a safe road system. Some challenges associated with implementing the Plan may include being able to provide sustainable funding and developing partnerships with organizations that can assist with the education and enforcement aspects of the Plan. Recommendations provided in the Tribal Road Safety Plan focus on proven safety strategies. This Plan was designed to complement the strategies within the Wisconsin Comprehensive Highway Safety Plan (WisDOT), which offers strategies to address many of the areas targeted in the Statewide Plan.

To maximize these results, applying coordination in planning and operations efforts within enforcement, engineering, education, and emergency medical industries should be considered. One such recommendation to consider might be to invest in a coordinated interdisciplinary approach by developing and maintaining a Red Cliff Traffic Safety Campaign Program. Minnesota Towards Zero Deaths is one example of this type of effort: <https://www.minnesotatzd.org/>.

TRANSPORTATION PLANNING

The Red Cliff Band of Lake Superior Chippewa Indians has made a significant investment to develop and improve the road system on the Red Cliff Reservation. The road system provides access to Lake Superior and the forests lands of the Reservation for a full range of activities, including spiritual and cultural activities, fishing, hunting, timber management, emergency response, recreational use, and many others.

The Tribal Council of the Red Cliff Band has enacted a Traffic Code (Chapter 14 of the Tribal Constitution), regulating traffic within the boundaries of the Red Cliff Reservation, which incorporates by reference a provision of the Wisconsin Statutes. The P.L 93-638 contract with the Bureau of Indian Affairs, establishes a contractual obligation to maintain Tribal Transportation Program Roads, which is also incorporated in the FY15 Red Cliff Band of Lake Superior Chippewa Annual Road Maintenance Work Plan.

Transportation

Red Cliff Band of Lake Superior Chippewa Comprehensive Plan 2023

In 2012, with the cooperation and collaboration of the Bay Area Rural Transit (BART), the Red Cliff Band began operating Miskwaabekong Transit, which offers door-to-door on call services to the Red Cliff community and immediately surrounding areas via their 9-passenger, handicap-accessible, bus for the cost of \$1 one way per passenger. The Miskwaabekong Transit currently operates Monday through Friday, from 6:00am to 7:00pm, and on Saturday from 8am to 4pm. The Transit and Red Cliff Community Health Center have an agreement allowing passengers to obtain rides to their medical appointments at no cost to the patient. The ECC has a similar arrangement where families can ride at no cost. The Miskwaabekong Transit currently has three busses for its operations.

Existing efforts also include the Red Cliff Band's strong partnerships with local communities, as evidenced by:

- Memorandum of Agreement between the Red Cliff Band, the Town of Bell, and the BIA for ensuring that the routes owned by the Town of Bell – Jodi Road (FR 105) (3.8 miles) and Stage Road (3.8 miles) – are well maintained, in adequate repair, and open to the public for travel. If roadway improvements are needed for the town's routes, then Indian Reservation Roads funds may be used per this agreement.
- Memorandum of Agreement between the Red Cliff Band, the Town of Bayfield, and the BIA to ensure continued funding for needed improvements on roadways owned by the Town of Bayfield and of interest to the Tribe: Sand Point Road (3.3 miles), Menard Road (0.4 miles), Eagle Island Road (2.2 miles), Happy Hollow Road (5.8 miles), Star Route Road (8.6 miles), Torbick Road (1.6 miles), Valley Road (1.9 miles), Jammer Hill Road (2.1 miles), Butterfield Road (3.4 miles), Whiting Road (3.8 miles), and Echo Valley Road (8 miles). If roadway improvements are needed for the town's routes, then Indian Reservation Roads funds may be used per agreement.
- Memorandum of Agreement between the Red Cliff Band, the Town of Russell, and the BIA to ensure continued funding for needed improvements on roadways owned by the Town of Russell and of interest to the Tribe: Hyde Road (1 mile), Little Sand Bay Road (1 mile), Old Country K (8.2 miles), Turner Road (2.1 miles), Weidinger Road (1 mile), Peterson Hill Road (3.4 miles), Soper Road (1.3 miles), and Compton Road (1.9 miles). If roadway improvements are needed for the town's routes, then Indian Reservation Roads funds may be used per agreement.
- Memorandum of Understanding between Bay Area Rural Transit (BART) and the Red Cliff Band for interagency cooperation and coordination to implement enhanced and coordinate transportation service programs that make the most efficient use of Federal, State, and local funds.
- Member of the Wisconsin Department of Transportation (WISDOT) Inter-Tribal Task Force, American Recovery and Reinvestment Act Public Transportation on Indian Reservations Program Project Selections, and Tribal Transit Program Fiscal Year (FY) 2009 Project Selections.

In 2015, the Red Cliff Band applied for a competitive Transportation Investment Generating Economic Recovery (TIGER) grant to fund the Red Cliff Transportation Center (RCTC). The Red Cliff Band has dedicated an un-improved parcel of land that is fully owned, operated, and maintained by the Red Cliff Band for the planned RCTC. The RCTC will be located on an un-improved parcel of land held in trust for the Red Cliff Band and dedicated through Tribal Council action for general use by the Red Cliff Transportation Department. The Tribe has completed the Environmental Assessment and posted public notices, and responded accordingly, for the Request for Release of funds and Certification in accordance with 24 CFR 58.30(a). The RCTC Project involves multiple partners in project development and indirect financial support, including Bay Area Rural Transit, Wisconsin DOT, the Bureau of Indian Affairs (BIA), and the Federal Transit Administration. The RCTC Project will directly support, with economic benefits, the following entities, and programs: The National Park Service Apostle Islands National Lakeshore, and the Jurisdictions of the Town of Russell, the City of Bayfield, the Town of Bell, and Bayfield County.

TRANSPORTATION VISION

The Red Cliff Band's Transportation Plan vision statement is based on the Red Cliff Band's mission statement, as well as the Traffic Code, Chapter 14, of the Tribal Constitution (last updated 06/26/2015). The Red Cliff Band's mission statement is: *"To promote, plan and provide for the health, welfare, education, environmental protection, cultural preservation and economic well-being of Tribal Members and to protect Treaty Rights now and in the future"*. The Traffic Code reads: "Pursuant to the inherent powers of the Red Cliff Band to exercise civil authority over the conduct of members and nonmembers operating motor vehicles on reservation. The Tribal Council of the Red Cliff Band has enacted a Red Cliff Traffic Code regulating traffic within the boundaries of the Red Cliff Reservation. The Red Cliff Band operation of motor vehicles on the Red Cliff Band reservation threatens and has a direct effect on the political integrity, economic security, and the health and welfare of the Tribe and its members." In consideration of the Red Cliff Band's Mission Statement and Traffic Code, the Vision statement for the Red Cliff Band's Transportation Plan is:

***"Keep our roadways in good condition for the safety and security of our Tribal Members and ensure minimal impacts of our lands now and for future generations.
Good roadways preserve our lives and our lands."***

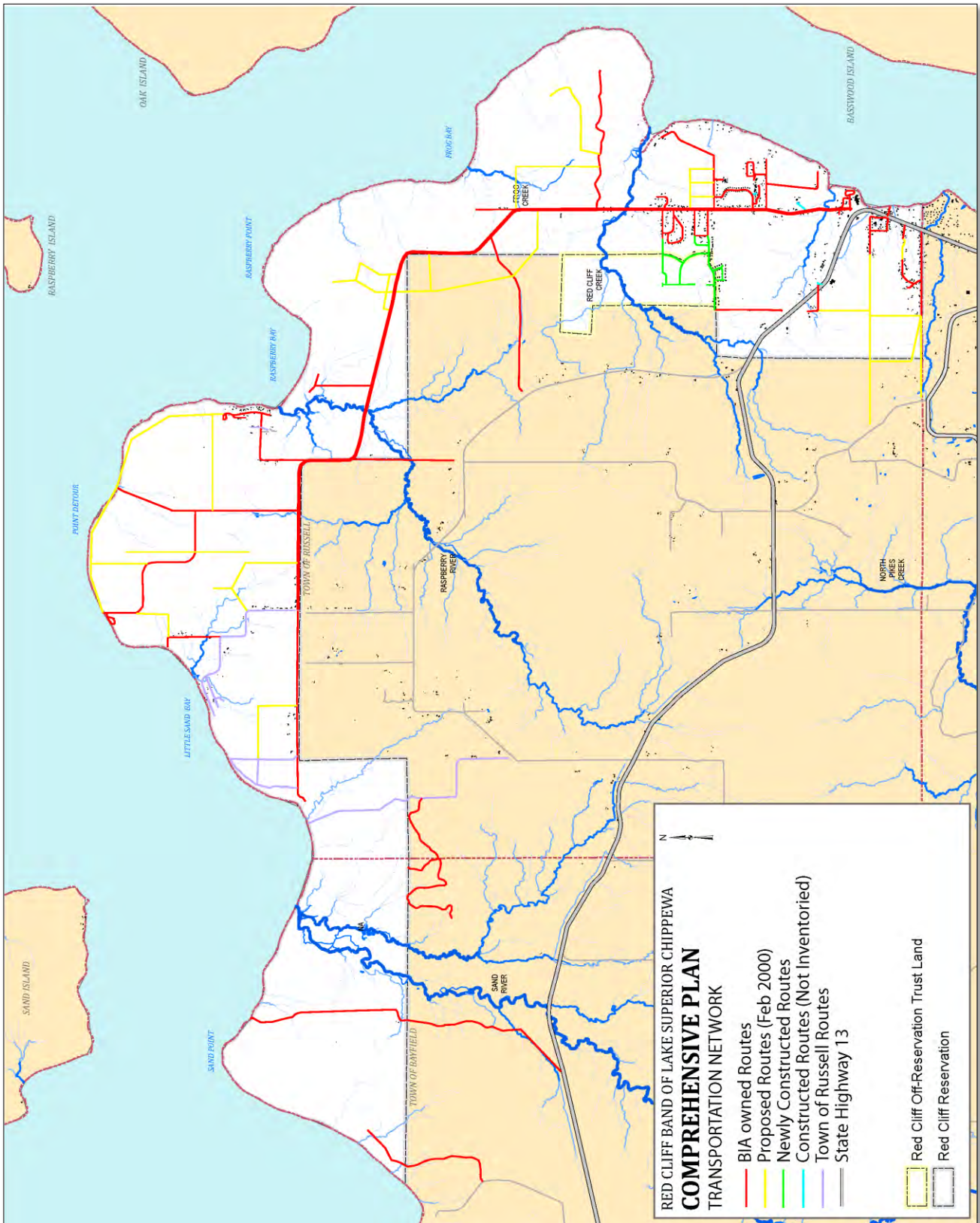
The geographical area surrounding the Red Cliff Reservation is highly dependent on the tourism industry; in addition, approximately 10% of Tribal lands are part of the Apostle Islands National Lakeshore. The Red Cliff Band and Tribal Members have invested in activities and services to attract tourists, including Frog Bay Tribal National Park, the Legendary Waters Resort and Casino, the Buffalo Bay gas station, Peterson's Grocery Store, the Point Detour campground, the Buffalo Bay Marina, and a local kayaking business housed within the boundaries of the Red Cliff Band reservation. To attract the influx of tourists and to realize a return on investment, the Tribe's roadways need to meet the acceptable Level of Service (LOS) and Present Serviceability Index (PSI) for its roadways as based on the requirements of the American Association of State Highway and Transportation Officials. Today the Tribe's roadways are often inaccessible. To meet the bare minimum of acceptable LOS and PSI levels, while striving for self-determination and self-governance, the Red Cliff Band has developed a program, called the Renewal Project, to meet the demands of a viable transportation system.

The Renewal Project will help reverse the problems of poor road maintenance and connectivity, defuse concerns, and provide much needed services. The Renewal Project will enable the Red Cliff Band to create safer roadsides, thereby lowering the cost of lost lives, injuries, and lost property. The Renewal Project includes construction of the Red Cliff Tribal Transportation Center, a multi-purpose facility which will include (3) storage bays, (3) maintenance bays and a workshop, and transportation related office space. The facility would house one (1) road grader, one (1) front-end loader, two (2) plow trucks, and two (2) additional buses for the Red Cliff Band's Miskwaabekong Transit service. The new equipment proposed in this project will save the Red Cliff Band community \$852,000 (\$852,000 is cited in WISDOT's Red Cliff Band Tribal Road Safety Plan, using (2009) values from the National Safety Council) because of implementing roadway improvements.

Per the WISDOT Red Cliff Band Tribal Road Safety Plan, a 38% reduction applied to crashes as of 2009 could be an almost \$70,000 benefit. The Handbook of Road Safety Measures notes that a new guardrail along an embankment can reduce injuries and fatalities by about 45%. Run-off-road crashes where a vehicle ended up in a ditch or overturned could potentially have realized a reduction of over \$77,000 (from WISDOT Red Cliff Band Tribal Road Safety Plan).

The Tribe has ambitious economic expansion plans and a centralized approach to address issues such as deficiencies in roadway maintenance, meeting the demand for transit service, and integrating multiple departments and operations will position the Tribe to meet its goals most efficiently and effectively to maximize its investments.

Map 7.1 Transportation Network



Transportation

11 UTILITIES

OVERVIEW

There is a wide array of utility infrastructure on the reservation including sanitary sewer service, water supply, stormwater management, solid waste disposal and recycling, electric power generation, natural gas distribution, and telecommunications distribution. This infrastructure supports both residential and commercial needs. It is largely planned in coordination with the U.S. Indian Health Services, the U.S. Bureau of Indian Affairs, the U.S. Environmental Protection Agency, the U.S. Army Core of Engineers, and private business owners.

The Tribe's Public Works Division and Utilities Commission oversee most water and sewer installation, repair, and operations. The Tribal Environmental Department operates and plans for the Red Cliff Transfer Station. The primary private utility providers on the reservation are Northern State Power (Xcel Energy), Bayfield Electric Cooperative, Charter Communications (Spectrum), and Century Link Communications.

The Utility Networks map shows the approximate location of water services, sewer services, natural gas services, electrical services, and wastewater treatment facility locations. As the map shows, most of this infrastructure is located in the most densely populated areas, while some areas are built out for future development.

CURRENT CONDITIONS

SANITARY SEWER SERVICE

The Red Cliff Wastewater Treatment Facility (WWTF) is located at 89160 Blueberry Road and is owned and operated by the Tribe. The facility has pre-treatment consisting of a bar grate, fine screen, and grit removal. The main treatment is by oxidation ditch with alum addition for phosphorus removal and two final clarifiers. Disinfection is by ultraviolet lights. Sludge is wasted to an aerobic digester and then transferred to a Reed Bed storage system. The Red Cliff WWTF is designed to treat an average influent flow of 220,000 gallons per day. The facility provides wastewater service to 423 households and 7 businesses within the Red Cliff Reservation.

Households outside of the WWTF service area rely on private on-site wastewater treatment systems. Most septic systems in Red Cliff have been installed through Indian Health Services and the Tribe's public works department. Local septic inventories showed that many rural Northern Wisconsin septic systems are not up to current standards and/or have failed due to age and lack of major repairs. A 2009 Septic System Inventory documented conditions of septic systems within the Reservation. The results showed 30.8% needing replacement, 23.1% needing major repair, and 38.5% needing minor work. The remaining 7.7% represent

Utilities

2 holding tanks, one that can be replaced with a mound, and the second could be connected to municipal sewer.

The functional capacity of the Wastewater Treatment Facility is currently being utilized at 25%. Long-range land use plans are needed to coordinate infrastructure development. A projected demand of an additional 400 households would need to be developed to consider further expansion to the current system. Indian Health Services provides the engineering, estimates and some funding. Army Core of Engineers is another partner. This is in coordination with the BIA and Roads development.

WATER SUPPLY

The majority of Red Cliff's potable (drinking) water comes from groundwater sources. Red Cliff's public water source comes from two high capacity, drilled ground water wells. The Red Cliff Water & Sewer Department conducts routine monitoring of source water quality. In the most recent report (RED CLIFF PWS 055295802 CCR 2019) no significant sources of contamination were identified; however synthetic organic contaminants including pesticides and herbicides were identified at very low levels. Regarding wellheads, there are two wellheads that exist at the wellhouse. Both produce 350 gallons per minute. There are also observation wells.

STORMWATER MANAGEMENT

Stormwater management facilities include structural and non-structural practices intended to manage the volume, rate, and quality of stormwater runoff. Structural practices include detention and retention basins, open channels, storm sewers, pipes, and infiltration structures. Non-structural practices include vegetative buffers, swales and the use of wetlands and streams for urban runoff water quality control. Hwy 13 does have stormwater management infrastructure in place.

SOLID WASTE DISPOSAL AND RECYCLING

The Tribe maintains a Transfer and Recycling Station (station) and offers a variety of waste disposal services, which are operated under the Environmental Department. The Station is located on Blueberry Road on 10 acres designated for this purpose by Tribal Council resolution on August 5, 1996. In 2019, the Station was open two days at 20 hours per week. On-site equipment includes: a 42-yard compactor with a leachate pad and holding tank, 30-yard roll off container(s); hand tools; dump trailer; log splitter; acetylene cutting torch; snowblower; sheds; and a forklift. The Station has undergone substantial improvements since its inception in 1997. However, continuing improvement of the operation and services offered are important to the protection of the health and welfare of the community and the natural environment on which the community depends. The service area includes tribal family homes, Tribal Administration offices, and other Tribal programs within the Reservation as well as the Town of Russell residents within the Reservation. There are approximately 600 households in the Tribal community.

Utilities

Generators of solid waste and recyclable materials reservation wide include residential, commercial, and government. Residents and entities bring their waste to the Station. The Red Cliff Tribal Housing Authority provides curbside collection services to tenants, under their purview, and disposal of collected waste occurs at the Station. Facility Maintenance staff collects waste from the tribal offices and drops the office waste off at the Station. Removal of waste from the compactor bin and the open top roll-off bins are contracted out and removed off site to certified landfills.

In 2003, the Red Cliff Tribal Council adopted Red Cliff Code of Law Chapter 38 – Recycling, which defines recycle materials and declares the process of recycling. No fees are collected for the use of the recycling bins as to promote recycling practices. Currently, users bring recyclables (co-mingled bi-metal, glass, plastics and cardboard and paper) to the Station; recycling operations are single-streamed. The community has potential to recycle more of its solid waste; not all offices or households are recycling to their full extent.

Each Spring, the Environmental Department coordinates a community wide cleanup, allowing items that may not be normally dropped off during a standard visit, to be disposed of properly. This includes items like appliances, tires, and larger items. This event is also supported by the Housing Authority as the largest landlord to ensure clean yards and property.

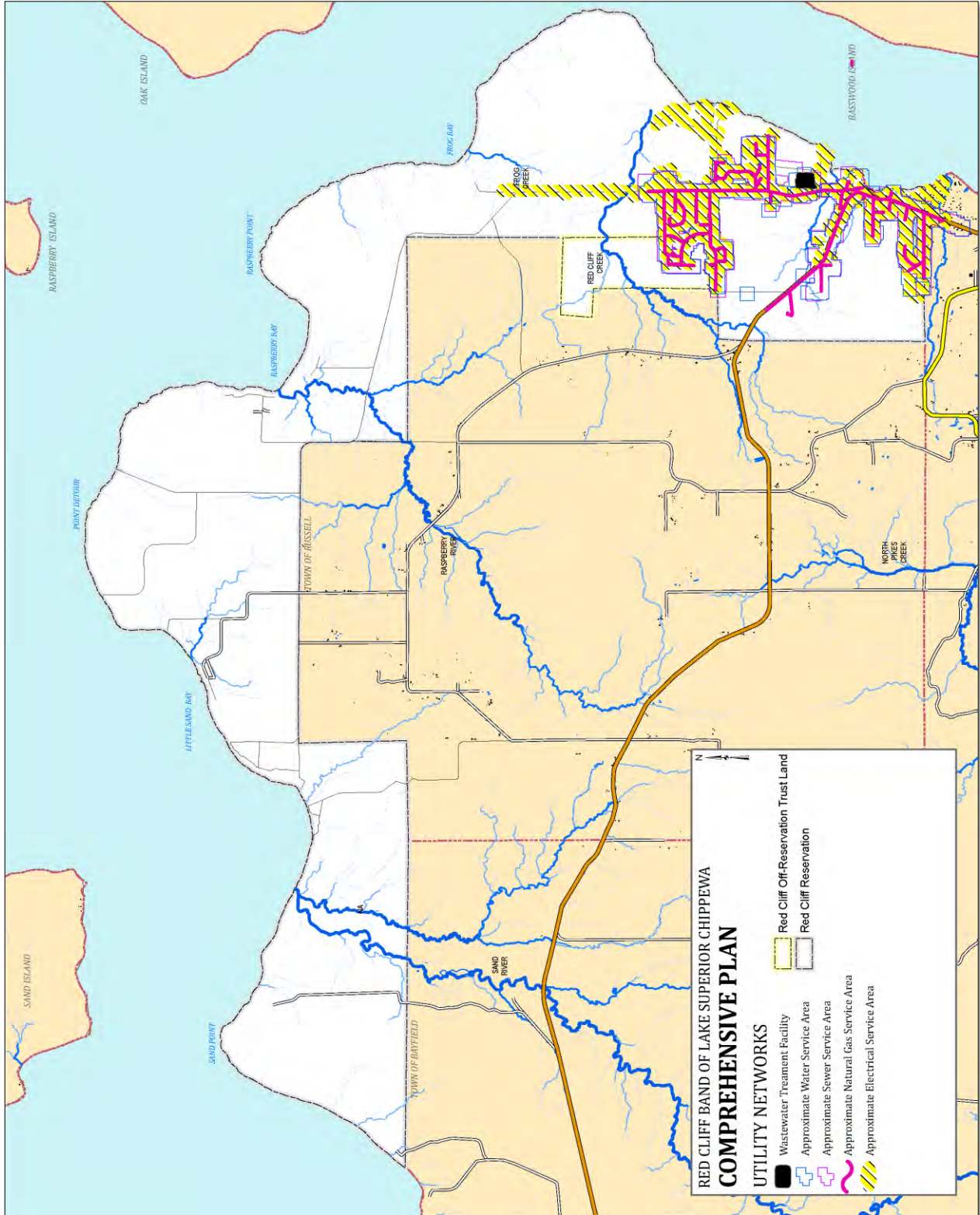
ELECTRIC POWER GENERATION AND DISTRIBUTION NETWORK

Electric power to the Red Cliff Reservation is provided by Northern States Power (Xcel Energy) and the Bayfield Electric Cooperative. Most households, businesses and tribal buildings are powered by Xcel Energy. Bayfield Electric serves the northwest section of the reservation, including the Red Cliff Community Health Center.

NATURAL GAS DISTRIBUTION NETWORK

Natural gas service to the Red Cliff Reservation is provided by Northern States Power (Xcel Energy).

Map: 8.1 Utility Networks



Utilities



*Wireless Cellular Tower Installation,
October 2019*

TELECOMMUNICATIONS NETWORK

Poor wireless connectivity has been a problem for residents, visitors and first responders for decades. In early 2019, the reservation had wireless coverage of less than 20%, the majority of which provided through Verizon Wireless services.

In 2019, the Tribe partnered with First Net, a nationwide emergency network commissioned by Congress, and AT&T to install a 300-foot cellular tower to serve the communities first responders and residents. The wireless coverage has increased to 80% of the residential area in the Red Cliff Reservation for those utilizing AT&T. The Tribe plans to continue the expansion of the wireless network by partnering with First Net and Bayfield Wireless to expand wireless internet and cellular coverage to the entire reservation.

BROADBAND ACCESS

Broadband internet access on the Red Cliff Reservation is provided by Norvado, Century Link Communications (Lumen), and Charter (Spectrum). All vendors offer technology via DSL, Fiber and Cable. Coverage and connectivity speeds from these vendors are falsely advertised, overly priced and not reliable. There are two satellite providers, HughesNet and Viasat (Excede) Internet, that serve very few households not in the primary provider's service area, they are reportedly slow speed and high price. In 2021, the Bureau of Indian Affairs supported a *Broadband Feasibility Study* supporting the analysis of the area providers. The study was conducted by Vantage Point Solutions, Inc. in coordination with the Tribal Infrastructure Technology Department.

The Red Cliff Information Technology Department has led expansion plans that will replace crumbling, generations old, infrastructure and serve Red Cliff Tribal Lands by state-of-the-art Broadband and Fiber Optic facilities. Within the scope of this plan is the intention to complete fiber-to-home, connections to surrounding communities off reservation, and connecting to all available broadband providers in the area. This plan includes Fixed, Mobile, Cellular, and other Broadband technologies.

In 2016, tribal government invested in the installation of buried fiber optic cable connecting the Administration area buildings; the remaining Tribal Government Buildings were added in 2017. Since 2017, new buildings and construction were connected to the network using a 'dig once' policy to ensure that the plan continued. There are no tribal households connected via this fiber optic cable infrastructure.

Utilities

Figure 8.1 Communications Services

Communications Service	Responses	Percentage
Active internet connection	371	81.5%
Active landline telephone	359	78.9%
Active cable/satellite TV connection	351	77.1%
Active cellular service	281	61.8%
None of the above	18	4.0%

Source:

Figure 8.2 Internet Service Providers

Service Provider	Count	Percent
Spectrum/Charter	240	71.9%
CenturyLink	82	24.6%
Satellite provider	7	2.1%
Hughesnet	5	1.5%
TOTAL	334	100%

Source:

LOOKING FORWARD

As technology advances and opportunities present themselves for rural areas such as Red Cliff, local experts will periodically review the utility, facility and service needs of local households. Those changes will be based on financial feasibility, customer wants and needs, and the ability of the Tribe to implement and maintain those services. For example, one obvious and ever-changing need is broadband access and expansion.

BROADBAND EXPANSION

In 2018, Red Cliff received a Wisconsin Public Service Commission grant to create an LTE wireless network in the Red Cliff Reservation area with the intent to provide wireless services to members and customers. The system will be using “Micro-Cell” technology and vendor neutral distribution and premise equipment. The intent is to immediately provide LTE data services to subscribers while leaving open space in the design for Cellular providers and First Net to install on the infrastructure as well. The physical layout will be using 2 mid-height (less than 99’) free standing communication towers to cover the Red Cliff Reservation, portions of the County of Bayfield, parts of the Apostle Islands lakeshore, and Madeline Island. The towers will be located on land owned by the Red Cliff Tribal Council and located on strategic high points. The backbone for the towers will be provided by Red Cliff tribally

Utilities

owned fiber with further transport by Norvado, Inc. network infrastructure. Waypoint Experts, LLC, will be providing engineering and implementation as well as an entity to serve as the ISP. The overall project is intended over time, to bring next generation LTE services to the area to support the First Net rollout, cellular services, and direct internet services.

Within the next decade, the Tribe plans to complete the expansion of fiber to home services to major HUD neighborhoods. Long-range broadband planning initiatives include serving tribal members directly with fiber optic-based internet services, establishing a Tribal Telecom to serve Red Cliff with Wireless and Fiber optic internet services, financial independence for the Red Cliff IT Infrastructure and the monetization of IT Infrastructure in a way that can bring a profit to the Tribe.

Fiber-to-home initiatives include the installation of Micro-Cell LTE technology to provide fixed broadband wireless service, and the installation of fiber optic trunks on all major roads in HUD neighborhoods and running a connecting loop through Daley Road to Hwy 13. In 2020, the Tribe partnered with Norvado and the Wisconsin Public Service Commission to install fiber optic service from Bayfield to bring gigabit internet service to the reservation. This backbone line was the first step in the fiber-to-home expansion needs.

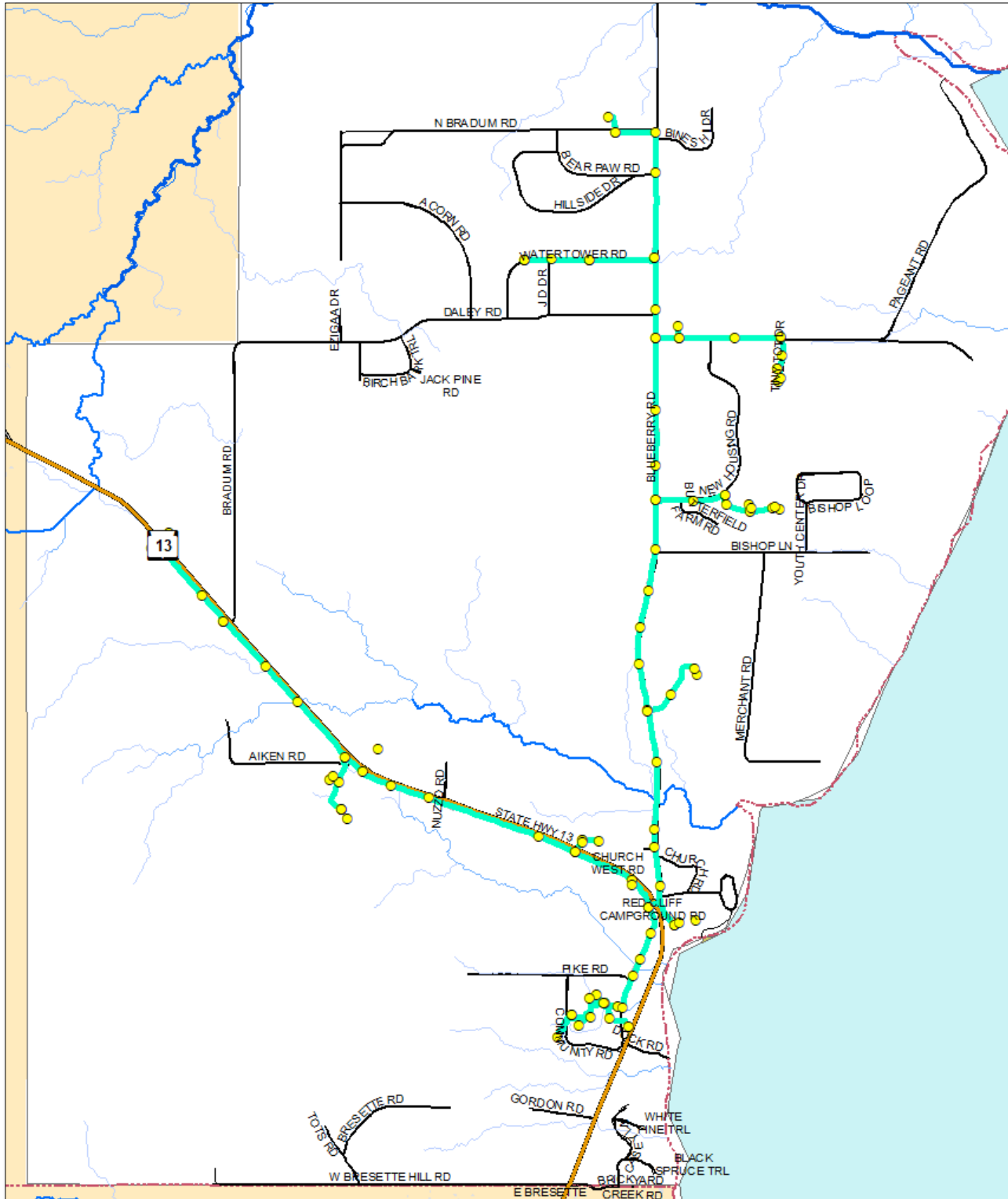
The planned network will provide fixed wireless RF broadband services to unserved and underserved locations throughout the community. The network will be deployed with state-of-the-art service provider neutral LTE small cell technology. The first phase of the network included in this grant application will utilize Citizens Broadband Radio Services with RF spectrum from 3.55 GHz to 3.70 GHz, to deploy Internet access and private wireless networks based on LTE without obtaining licenses from the Federal Communications Commission (FCC). Priority Access Licenses will be obtained from the FCC in the future to support priority traffic demands that develop beyond the initial implementation. The network architecture will be designed as a host neutral platform that will enable it to be leveraged in the future by licensed spectrum providers such as AT&T and Verizon to provide mobile broadband and voice services over the same small cell infrastructure. The proposed infrastructure will also be capable of providing future support for emergency FirstNet services for first responders over RF Band 14. Broadband services in phase 1 will be available with speeds ranging from 25Mb to 90Mb depending on the specific location within the service area. Future phases will enable expansion of the network to enable wireless voice and data services by additional service providers in the surrounding unserved areas.

This following graphics represent the approximate broadband coverage area within the reservation boundary. Yellow points represent physical addresses currently served by broadband (fiber), while the cyan polylines depict the extent of the fiber backbone and potentially serviceable area.

The map on the following page depicts Bayfield County's Broadband Connectivity Network.

Utilities

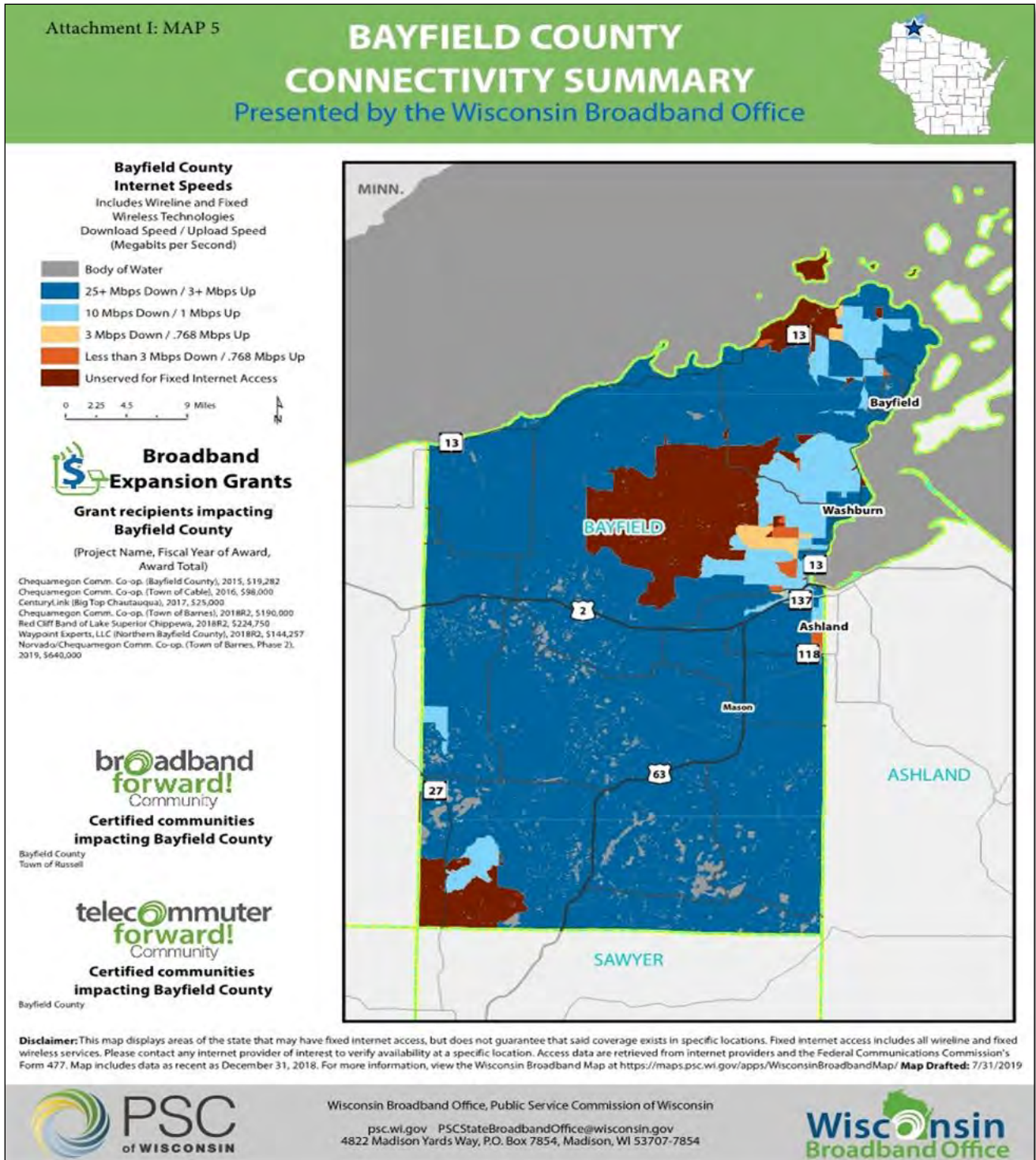
Map 8.2 Approximate Broadband Coverage Area



Utilities

Red Cliff Band of Lake Superior Chippewa Comprehensive Plan 2023

Map 8.3 Bayfield County Connectivity Summary Map



Source: Wisconsin Broadband Office

Utilities

Red Cliff Band of Lake Superior Chippewa Comprehensive Plan 2023

12 FACILITIES

CURRENT CONDITIONS

All tribally owned buildings with programs are maintained by the Red Cliff Facility Maintenance Department. The Department is a result of a central service cost allocation plan. Their staff of 17 are responsible for routine maintenance of the buildings and grounds, custodial services, costs of utilities and insurances, security and safety, and any building renovations. The following inventory of buildings was conducted in 2022 and reflects the name of the building, programs within, physical address and general rating of the condition. To carry out their duties, the tribe owns an inventory of equipment and other assets, and contracts services when not able to do them internally. The Department is currently transitioning from a manual tracking method to an asset management software. This tool will provide ample documentation to prioritize funding and scheduling of major projects and have a best practice routine maintenance schedule.

Figure 9.1 Tribal Facilities

Building		Service(s) and Program(s) Within	Physical Address
1.	Behavioral Health Office Building	Comprehensive Community Services, Coordinated Services Team	37280 Community Rd.
2.	Boys and Girls Club	Youth Programming, community events, winter homeless warming shelter.	89645 Youth Center Dr.
3.	Broodstock Facility	Fish rearing. Forestry & Wildlife offices.	36395 State Hwy 13
4.	Business Development Corporation (BDC) Office	Offices within an apartment attached to the Red Cliff Storage.	36950 State Hwy 13
5.	Red Cliff Outreach Site	Lac Courte Oreilles Ojibwe College outreach site for continuing education.	37390 State Hwy 13
6.	Child Care Center	Facility for up to 40 children ages 0-7, operated under the ECC umbrella.	37495 Watertower Road
7.	Child Support	Child Support staff offices.	37270 Community Rd.
8.	Community Health Center	Medical, dental, pharmaceutical, physical therapy, lab, x-ray, behavioral and community health, veteran resources, and EMS services.	36745 Aiken Rd.

Facilities

9.	Community Kitchen and Food Shelf Building	Space for community food preparation. Food Shelf product storage: shelf, fridge and freezer.	37510 New Housing Rd.
10.	Courthouse	Tribal Court and Legal Department office spaces and court room.	37290 Community Rd.
11.	Cultural Grounds Office Building	Office space for THPO Department and Ojibwemowin Teaching and Training Program.	36750 State Hwy 13 #1
12.	Early Childhood Center	Early Head Start Home Based, Early Head Start Center Based, Head Start Center Based programming, 4-K community-based Bayfield School site, and Childcare. *Serves as an emergency gathering location.	89830 Tiny Tot Dr.
13.	Elderly Apartment Building	12 independent living units managed by RCCHA.	37615 New Housing Rd.
14.	Environmental	Offices for Environmental Department programs: Air Quality, LAMP, Water Resources, Climate Change, and the Transfer Station.	37295 Community Rd.
15.	Firehall	Red Cliff Fire Department garage. Emergency Medical Services Ambulance garage .Meeting/training space. *Serves as the primary command center during community emergencies.	37435 State Hwy 13
16.	Fisheries Facility	Fish rearing area, stocking ponds, and office space for Treaty Natural Resource Division staff.	36420 State Hwy 13
17.	Food Distribution	Commodities program, SNAP, youth summer feeding, and food box giveaway.	88430 Pike Rd.
18.	Housing Authority (RCCHA) & Elderly Center	RCCHA offices. Elderly Center kitchen and dining area and office space.	37645 New Housing Rd.
19.	Indian Child Welfare	Indian Child Welfare Department staff offices.	37240 Watertower Rd.
20.	Isolation Center (former Living Adventures)	Temporary housing for individuals requiring quarantine due to the COVID-19 pandemic.	88260 State Hwy 13
21.	Isolation Center (former Jim Pete house)	Temporary housing for those requiring quarantine due to the COVID-19 pandemic.	88225 State Hwy 13
22.	Ginanda Gikendaasomin Library	Collection of media, community space, computer lab, and Education Department staff offices.	36750 State Hwy 13 #2

Facilities

23.	Merchant House	Meeting space for tribal programs and reservable for community/private activities.	88925 Merchant Road
24.	Mino Bimaadiziwin Farm	Tribal farm, orchard, and offices. Community harvesting education space. Farmers market.	36735 Aiken Rd.
25.	Mishomis Wellness Center	Behavioral Health programming. Short-term stay facility.	37390 N. Bradum Rd.
26.	New Hope Buildings	Housing units managed by the Red Cliff Chippewa Housing Authority. ROSS Program office. Behavioral Health office.	37580 Pageant Rd.
27.	Noojimo'iwewin Center	AODA drop-in support services. Behavioral Health Peer Specialists.	37450 Watertower Rd.
28.	Family-Human Services (FHS) and Law Enforcement	Upper level: FHS Programs. General Assistance (GA), Childcare Assistance, Elderly, Family Violence Prevention, FEMA, Foodshare Wisconsin, Foodshare Employment and Training (FSET), Medicaid Badgercare Plus, Food shelf, Temporary Assistance for Needy Families (TANF), WHEAP. Lower level: Police Department. Tribal Conservation Wardens Facilities. Maintenance staff	88385 Pike Rd.
29.	Transfer Station	Solid waste disposal and recycling center.	90675 Blueberry Rd.
30.	Tribal Administration	Chair, Vice Chair, and administrative staff departments: Accounting, Human Resources, IT, Finance, Land, Planning, Property & Procurement, and Transportation.	88455 Pike Rd.
31.	Water & Sewer / Wastewater Treatment Plant	Treatment Facility and office space for Facilities Maintenance, Public Works and Roads Department.	89160 Blueberry Rd.

Facilities

Figure 9.2 Tribal Enterprise Facilities

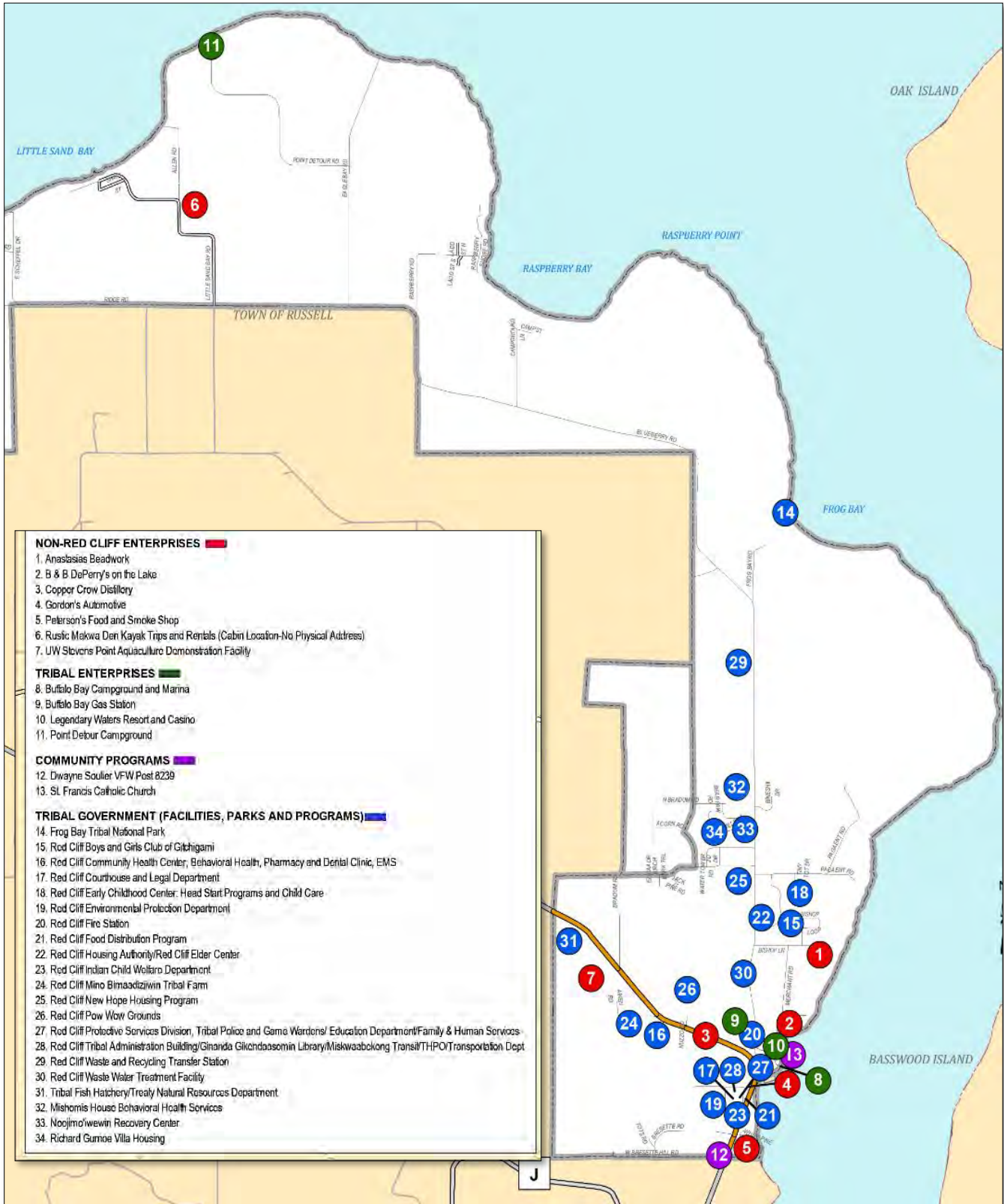
Tribal Enterprise		Program(s)	Physical Address
1.	Buffalo Bay Store and Gas Station	Convenience store and gas station.	37360 State Hwy 13
2.	Legendary Waters Resort & Casino	Hotel, casino, convention center, restaurant, campgrounds, and marina. *Serves as an emergency gathering/shelter location.	37600 Onigamiing Dr.
3.	Red Cliff Fish Company	Commercial processing area and lab kitchen, office spaces and retail area.	37525 Dock Road
4.	Red Cliff Storage	63-unit self-storage facility.	36950 State Hwy 13

Figure 9.3 Other Community buildings and services that are not maintained or operated by the Tribe

Non-Tribal Business		Description	Physical Address
1.	Copper Crow Distillery	Distillery.	State Hwy 13
2.	Peterson's Food and Smoke Shop	Grocery, tobacco, alcohol.	State Hwy 13
3.	UW Stevens Point Aquaculture Demonstration Facility	Fish rearing, research, outdoor ponds.	State Hwy 13
4.	DePerry's on the Lake	Bed and breakfast.	Merchant Road
5.	Gordon Automotive	Vehicle repair.	Pike Road
6.	Rustic Makwa Den	Kayak rentals and tours.	Launch at Legendary Waters
7.	Dwayne Soulier VFW Post 8239	Veterans gathering. Bar and commercial kitchen. Community rental space.	State Hwy 13
8.	St. Francis Catholic Church	Catholic worship.	

Facilities

Map 9.2 Community Facilities



Facilities

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CURRENT CONDITIONS

Emergency Response

In 2021, Red Cliff received funding through an Indian Community Development Block Grant to begin the development of an expanded Emergency Services Campus. This will be approximately a quarter of a mile north from the current Fire Hall and will include a new Emergency Medical Services (EMS) Facility and Police Station.

The Red Cliff Tribal Police Department (RCPD) provides law enforcement services within the jurisdiction of the Red Cliff Reservation. The department has six officers and three civilian staff (increased from four staff in 2011), four patrol vehicles and one non-patrol vehicle. The department is operated with BIA, WI DOJ, federal DOJ/COPS funding, other competitive grants, and donations. The department operates under a resolution and PL-638 contract with the BIA. BIA funding contributes approximately 20% of the funding needed annually to operate the department. To maintain stability, the Tribe must seek competitive funding. RCPD has a mutual aid agreement with the Bayfield County Sheriff's Department allowing rapid sharing of emergency aid and resources. The department currently operates in a former 1970s medical clinic and vacated office building that is severely inadequate. A new station is being planned for to be built on the new Emergency Services Campus.

The Red Cliff Fire Department (RCFD) is a volunteer-operated service that is overseen by the Protective Services Division and Chief of Police. The department had 17 active volunteer members as of June 2020. The department operated with a tiny allocation of annual BIA funding and relies largely on donations and fundraising. Competitive funding is a challenge to receive due to larger departments competing. The department provides response services to fire and EMS calls.

The Red Cliff Emergency Medical Services (EMS) is a volunteer-operated program under the Health Services Division. Services are available all hours and days of the year for emergency care and transport to Memorial Medical Center in Ashland, WI., intercept with the Ashland Paramedic unit, and facilitation of helicopter life flight transport for advanced life support and transport services. A new EMS facility is being built in 2022 on the new Emergency Services Campus. The EMS program is funded through third-party billing. The program is exploring non-emergent transportation options.

Miskwaabekong (Red Cliff) Transit provides on demand services for the Red Cliff Tribal community, Towns of Russell and Bayfield, and the City of Bayfield. The Transit operates three 9 passenger busses. The services are coordinated with and dispatched through an agreement with the Bay Area Rural Transit (BART) program, headquartered in Ashland, WI. BART operates regionally and provides connecting service geographically between Red Cliff and Bad River reservations (approximately 40 miles apart).

Services

In addition to Miskwaabekong Transit and BART, several tribal programs provide transportation as part of their programming. This includes the Early Childhood Center, Elderly, Clinic (Community and Behavioral Health), and TANF/GA. Long-range planning seeks to coordinate the administration and delivery of these services to address inefficiencies, maximize resources and provide a comprehensive transportation model.

Red Cliff is currently engaged in developing a new Long-Range Transportation and Safety Plan (LRTSP) for 2025-2035 which will address public transportation and traffic safety-related needs on the Reservation. The Red Cliff community has experienced extreme changes since development of the previous LRTSP in 2005. The need for enhanced public transit services has grown, and the LRTSP can only provide a general identification of these needs, without providing the essential details of strategies to address these needs.

Educational Institutions

The Red Cliff Early Childhood Center is the umbrella of tribal early childhood programs. The licensed Center offers Early Head Start Home Based, Early Head Start Center Based, Head Start Center based and 4-year-old kindergarten for up to 118 children, prenatal women, and their families. The ECC's mission is to use Traditional Ojibwe values to guide efforts to promote the spiritual, emotional, physical, and cognitive wellness of the children, families, and community they serve. The program has operated successfully as a tribal program since 1998. Head Start federal funding is not adequate to support this program with competitive wages and the Tribe lacks the discretionary funds to support this need, resulting in high staff turnover.

The Bayfield Family Forum Head Start serves up to 17 children ages 3-5. There are on average up to 5 children from Red Cliff that enroll here annually due to full Head Start enrollment at the ECC.

The School District of Bayfield is the primary provider of k-12 education. In 2019, Red Cliff youth accounted for 337 students, or 68.2% (DPI, 2020) of the student population. Approximately 50 students open enroll out to surrounding Districts annually to participate in a wider array of extracurricular opportunities. The School District of Bayfield includes two sites, the LaPointe Elementary School on Madeline Island and the mainland site for K-12 Bayfield students and 6-12 Madeline Island/LaPointe students.

The Lac Courte Oreilles Ojibwe College (LCOOC) operates a Red Cliff outreach site in a cabin next to the Buffalo Bay Store via a lease with the Tribe. The outreach site has operated in various locations on or near the reservation since 2000. The mission is to provide Indian communities with a system of post-secondary and continuing education opportunities while maintaining Ojibwe cultural integrity.

Services

Figure 10.1 Bayfield School District Head Count Actuals With Projections

Grades	Head Count Actuals		Projections			
	2019	2020	2021	2022	2023	2024
K3	2	2	2	2	2	2
K4	35	35	35	35	35	35
KG	36	35	34	35	34	35
1st	31	36	35	34	35	34
2nd	31	31	36	35	34	35
3rd	31	31	31	36	35	34
4th	24	31	31	31	36	35
5th	29	24	31	31	31	36
6th	31	29	24	31	31	31
7th	19	31	29	24	31	31
8th	27	19	31	29	24	31
9th	26	27	19	31	29	24
10th	24	26	27	19	31	29
11th	29	24	26	27	19	31
12th	20	29	24	26	27	19
Total	395	410	415	426	434	442
Percent changed		3.80%	1.22%	2.65%	1.88%	1.84%

Childcare

The primary childcare program is operated under the umbrella of the Early Childhood Center (ECC) through a Child Care and Development Fund (CCDF) federal grant of approximately \$340,000 per year. The 2018 tribal census identified childcare as one of the top three services needed and as one of the primary barriers to anyone seeking employment or higher education. As a result, in 2020 the Tribe constructed a new 4,000 square foot childcare facility to serve up to 40 children ages 0-7. Since constructed, the facility has struggled to open due to staffing issues and the inability to provide competitive wages for their early childhood professionals. Prior to the new center being built, only children enrolled in center based Early or Head Start were eligible for wrap-around childcare due to a lack of space. There are no other licensed childcare facilities in the immediate or surrounding area, most tribal members rely on family and friends and a non-monetary barter system to support each other. The WI YoungStar quality improvement rating system is a barrier for home providers to become licensed. Most children would be eligible to receive state childcare benefits if there were eligible providers.

There are 605 Indian children under age 13 living on or near the reservation. Approximately 242 (40%) are children ages 0-5. There are 171 children ages 0-5 living in the services area

Services

that are eligible for services through CCDF and not being served at the ECC. The ECC has 82 center-based slots: 50 for children ages 3-5 and 32 for children ages 0-3. There are 71 ECC children ages 0-5 that have identified a need for additional childcare or center-based services. On average, there are 38 children on the waiting list every month for center-based Early Head Start.

Libraries

The Red Cliff Library *Ginanda Gikendaasomin* has operated for decades in various locations. In 2008, it closed due to funding instability and issues with the building. The University of Wisconsin Madison's School of Library and Information Studies has been instrumental in assisting to reopen and sustain the program. In 2014, the Tribe opened an interim library in the Tribal Administration Building, where it operated until 2021 when the Tribe purchased a modular building for more space. The tribal library operates under the Education Department and is a member of the Northern Waters Library Service. Funding is through competitive Institute of Museum and Library Sciences grants and the operations are not sustainable without this funding. Finding sustainable funding options is vital.

The Bayfield Carnegie Library boasts a large collection of adult and youth media, various programming, computer lab, and is registered with the Northern Waters Library Service. Many tribal members utilize this public library that has been open for many decades and is sustained through city government operating expenses, founding donors, and fundraising. The School District of Bayfield has a Learning Resource Center available to all District students during hours of school.

Health Care Facilities

The Red Cliff Community Health Center has operated since 1980, growing services and facility needs throughout the decades. In 2014, a new 30,000 square feet facility opened expanding services. The facility serves tribal members and the public and is open during business hours Monday-Friday. RCCHC is managed by the Health Division of the tribal government and operates EMS, medical, dental, pharmaceutical, behavioral and community health services. Other major health care facilities are in Ashland WI, and include NorthLakes Community Clinic, Essentia Health Ashland Clinic, Duluth Clinic Ashland, St. Luke's Chequamegon Clinic, and MainStreet Clinic, and the Ashland Birth Center.

Trauma Care Facilities

Wisconsin's integrated system of trauma care requires the identification of hospitals as trauma care facilities by using the Level I, II, III, IV or "unclassified" structure. The nearest hospital facility is Memorial Medical Center in Ashland (27 miles), which is an "unclassified" trauma care facility. Essentia Health in Superior (77 miles) is the nearest level IV trauma care facility.

Services

Cemeteries

There are two cemeteries located in Red Cliff, Saint Francis and Ishpiming Akiin. Both cemeteries are managed by the Tribal Historic Preservation Office (THPO) and Cemetery Committee. The Committee was established in 2004 and serves in an advisory capacity for policy and budget development, while THPO serves as the primary coordinator of burials and maintenance. Saint Francis Cemetery is located next to the Saint Francis Catholic Church. Saint Francis contains approximately 1.4 acres of land.

The parcel of land Ishpiming Akiin is located on contains approximately 30 acres and was repatriated by the Tribe in 2000. The original Ishpiming Akiin cemetery consisted of 1, 1 acre section. In 2019, the Committee approved expanding the cemetery to 7 acres. In the summer of 2021, THPO staff worked with the Planning Department to create an additional 7 sections of plots in the expansion area which increased the total number of plots to approximately 600. After the expansion in 2021, burial plots at Ishpiming Akiin are now reservable through the THPO department on a first-come first-served basis by community members.

Red Cliff Fish Hatchery

The Red Cliff Band of Lake Superior Chippewa was one of the first tribal nations in the United States to develop a formal natural resource program. Court decisions which reaffirmed the Tribe's rights to commercial fishing activities in Lake Superior created a necessity in the early 1980's for Red Cliff to establish a program that oversaw fishing activities. Red Cliff also established a fish hatchery in 1987, focusing on trout rehabilitation and stocking inland lakes with walleye. The TNR is also building a fish processing plant to further the Tribe's sovereignty and to provide a sustainable food source. Treaty harvest in the ceded territories and hatchery management was thus the impetus for the development of what is now known as the Treaty Natural Resources (TNR) Division and it remains the foundation of program activities to this day.

Frog Bay Tribal National Park

One of Red Cliff's main natural attractions is Frog Bay Tribal National Park, the first tribal national park in the United States. Stretching over ¼ mile along Lake Superior's shoreline on the Red Cliff Reservation, this incredible property includes hiking and snowshoeing trails through primordial boreal forest. A sandy beach provides rare mainland views of the Apostle Islands including Oak, Basswood, Hermit, Raspberry and Stockton Islands. Because this area has been historically important for the Red Cliff Tribe but was inaccessible in recent history due to its private ownership, the Bayfield Regional Conservancy and the Red Cliff Band of Lake Superior Chippewa joined forces to acquire and permanently protect the property for nature-based recreation, traditional/spiritual ceremony, and to further advocacy efforts and understanding that all land is sacred. Frog Bay Tribal National Park was awarded the Governor's Tourism Award for Stewardship in 2019.

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OVERVIEW

Red Cliff holds 1.5% of its land as wetlands (67.6 acres of wetlands greater than 2 acres and 143 wetlands under 2 acres in size). Two wetland complexes are especially unique in that they contain unique coastal fen, coastal bog, northern sedge meadow, lagoon, and dry pine forest. Additionally, sites such as these contain significant populations of rare plants, insects, and birds. Approximately 10% of Tribal lands are part of the Apostle Islands National Lakeshore. The Red Cliff Reservation includes 46.11 miles of streams/rivers within its boundaries, which are connected to 156.78 miles of rivers outside Reservation boundaries. There are two rivers and six creeks whose sources are primarily springs and seeps. The largest source of potable water used within the Reservation comes from groundwater in the form of Tribal utilities, private wells, or artesian wells.

Today, the exterior boundary of Red Cliff spans approximately 14,093 acres along the southern shore of Lake Superior. Red Cliff maintains property rights in approximately 56% of these acres. This figure represents 6,180.617 acres (43.8%) that are tribally owned, 1,767.081 acres (12.5%) are owned by-the heirs of the original allottee in trust or restricted status. The remaining 6130.652 acres are alienated lands in fee simple or taxable status. There is a mixture of tribal and non-tribal ownership, including lands held by the U.S. Department of the Interior through the National Park Service for the Apostle Island National Lakeshore, which was created by Congress in 1970.

The Reservation is situated in the Northern Highlands Geographical Province. The physical conditions in this area are the most extreme in the State. The mean annual temperature is between 40 and 41 degrees Fahrenheit and receives an annual average of 27 inches of precipitation. The Reservation is mostly forested, with these areas consisting of conifers and several types of hardwoods. Birch, cedar, aspen, and various types of shrubs also occur. Wildlife typical of the area are whitetail deer, black bear, coyote, wolf, red fox, beaver, otter, muskrat, weasel, squirrel, porcupine, rabbit and other rodents, bald eagle, osprey, goshawk, owls and other raptors, woodcock, ruffed grouse and various types of waterfowl and migratory bird species.

TOPOGRAPHY AND SOILS

The topography in the area is mostly rolling, with steep slopes along drainage areas. They are formed in clayey till and heavy red clays that have a slow percolation rate and a high water-holding capacity. Parent materials for these soils are lacustrine deposits formed from glacial lakes during a number of glacial advances over the past several hundred thousand years. Red Cliff has aspired to maintain the biological integrity, diversity, and environmental health of this culturally significant area, which is referred to as the “Hub of the Chippewa Nation”.

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CURRENT CONDITIONS

Figure 11.1 Land Cover WISCLAND 2 Data

Land Cover Class	Acres
Aspen Forest	4,768.6
Mixed Deciduous/Coniferous Forest	2,153.9
Fir Spruce	2,125.0
Red Pine	1,064.4
White Pine	939.8
Sugar Maple	844.0
Developed, Low Intensity	601.1
Hemlock Hardwoods	514.6
Tamarack	318.7
Red Oak	245.5
Black Ash	245.1
Cattails	94.7
Open Water	91.8
White Cedar	72.9
Other Broad-leaved Deciduous Scrub/Shrub	68.7
Other Emergent/Wet Meadow	50.5
Developed, High Intensity	37.8
Aspen Forested Wetland	34.7
Reed Canary Grass	27.6
Broad-leaved Evergreen Scrub/Shrub	26.7
Cool-season Grass	23.6
Other Coniferous Forested Wetland	19.6
Warm-season Grass	12.9
Jack Pine	8.5
Other Swamp Hardwoods	8.2
Hay	7.3
Mixed Deciduous/Coniferous Forested Wetland	5.3
Other Northern Hardwoods	2.0
Total	14,413.6

Forest Resources

Red Cliff's forest is highly regarded by tribal members. These forests have provided everything necessary to sustain life. Likewise, the forest supports diverse fish and wildlife that are important to tribal members as sources of food or other consumptive uses. These plants, fish, and wildlife are also regarded as relatives significantly tied to the cultural history and well-being of the Red Cliff Band and its role in the world. Reservation forests also can provide a source of income for both the Tribe and Tribal members through harvest of timber and other forest products. Thus, Red Cliff forest resources are vital and necessary to the livelihood and lives of tribal members and it is important to provide a level of stewardship that sustains these forests for current and future generations.

Today, Red Cliff forests are quite diverse and are comprised of a patchwork consisting of many different tree species and age classes. Remnant stands of older hemlock, pines, Giizhik (northern white cedar), yellow birch, and maple still exist as do some small areas of boreal forest. Northern hardwoods consisting of red oak, sugar, and red maples, basswood, ash, and birch are common. Plantations of red pine are also present as are some areas of regenerating and mature aspen and older mixed aspen/balsam fir forest.

Timber harvest activity has varied across the reservation as well, both by ownership and over time. In recent decades, little commercial timber harvest has occurred on tribally owned parcels. Forest land within the reservation owned and managed by the U.S. National Park Service's Apostle Islands National Lakeshore has seen little to no active management. Most commercial timber harvest activity within the Reservation is occurring on Bayfield County Forest lands and to a lesser extent on some privately-owned parcels as well.

Red Cliff's forests also face challenges beyond those posed by development and the resulting patchwork of varied ownership and management objectives. Impacts from a changing climate have the potential to drastically shape the future forest community. Changes in precipitation and temperature patterns along with frequency and intensity of storm events all help drive climate-related impacts to forests. Storms can alter a forest both suddenly and dramatically, while impacts from changing temperatures or precipitation levels can play out over a longer timeframe by altering growth conditions and favoring certain plant species over others. This can result in shifts in abundance and distribution of trees and other plants, particularly for those that may already be on the edge of their range like the boreal species found at Red Cliff.

Invasive species present another challenge to Red Cliff's forests. Forests and associated wildlife populations are dynamic and always changing to some degree due to environmental and other pressures. However, such changes are generally limited in scope and play out over an extended timeframe. From a management perspective, invasive species would be considered as those that can drastically alter habitats or species composition within a generation or two. Disturbance to a system is often what allows a species to gain a foothold and start acting invasively, outcompeting native, established species for resources. Invasive species can be of either foreign or native origin and take many forms, from wildlife to plants

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to diseases. Climate related changes to Red Cliff's forest communities will likely increase opportunities for new invasive species to gain ground. Eradication of invasive species is a difficult, and often impossible, task and the best approaches to management are prevention, surveillance, and early implementation of control efforts when invasive species are first detected. That said, it is equally impossible to address all non-native or invasive species. Thus, there is a need to evaluate potential and real impacts of each non-native and/or invasive species and prioritize management responses.

Water Resources

The Red Cliff Reservation is located on the shores of Anishinaabe Gichigami (Lake Superior) and includes 22.32 miles of shoreline. The shoreline of Lake Superior is characterized by scenic sandstone cliffs and large protected wetland sloughs at the sandy mouths of relatively healthy rivers. Above the sandstone lies the erosion-prone red clay soils that are typical of the southern region of the Lake Superior basin. The reservation includes about 12 acres of inland lakes/reservoirs/ponds and 986 acres of wetlands. Wetlands provide many ecosystem services including natural water wellness improvement through filtering sediments, nutrients, and some pollutants. They provide flood protection, shoreline erosion control, and sustenance in the form of food (wild rice, fish, blueberries, cranberries, etc.) and medicines. Wetlands also play an important role in groundwater recharge. Since the majority of Red Cliff's potable (drinking) water comes from groundwater, it's important to maintain healthy wetlands to aid in water filtration and recharging the supply. The Tribe currently utilizes Wisconsin's Department of Natural Resources and US Fish and Wildlife's wetland inventories for wetland information within the reservation boundaries but is in the process of building a tribal wetlands program that will then monitor and provide wetland data for future wetland planning and projects. The reservation includes approximately 43 miles of streams/rivers within its boundaries (29.4 intermittent stream miles and 13.2 miles of perennial streams). Many of the unnamed intermittent streams play important roles in the conveyance of water and in providing habitat for amphibians, wildlife, and many types of plants.

Wetlands

The Wetlands Program was created to conduct baseline monitoring of tribal wetlands for future planning and project management. Outcomes of monitoring and inventory include information about the types of wetlands as well as Tribal Natural Resources programs and tribal departments, identification of wetlands suitable for future restoration and enhancement projects and information for education and outreach. Continued wetlands monitoring will aid in identifying causes of wetlands loss and degradation as well as evaluating the need for future planning.

Water Quality

The Water Resources Program monitors eighteen different surface water locations on the reservation. These streams are tested monthly during the open water season (May through November) for chemicals, E. coli, and biological parameters. Consistent methodology and collection of this data beginning in 2012 have enabled Red Cliff to begin building a baseline dataset of water quality. Water quality monitoring includes field measured parameters, including pH, surface water temperature, dissolved oxygen, conductivity, and turbidity. Laboratory measured parameters are also collected and include Total Phosphorus, Total Nitrogen, Nitrates and Nitrites, Total Kjeldahl Nitrogen, Nitrogen as ammonia, Total Suspended Solids, Chloride, and E. coli. Basic meteorological data is also recorded during each sampling event, as are any



Figure 3 Dual-language sign at Frog Bay Tribal National Park

observations of noticeable change to the sampling location environment, anomalies in results, or obvious indications of impacted water quality. Biological sampling in the form of macroinvertebrate collections and analysis to calculate biotic indices is also conducted on a rotating basis across sample locations. Physical habitat characteristics of each site are also described when macroinvertebrate sampling is conducted or if/when obvious changes have occurred. Continued monitoring of baseline water resource conditions on the reservation is needed to make a scientifically defensible evaluation suitable for the development of the Red Cliff Water Quality Standards. Some streams are also impaired by heavy sedimentation and erosion problems resulting in loss of substrate and important habitat.

Overall, the wellness of the surface water on the reservation is considered good. However, it is also fair to conclude that relative to pre-settlement conditions, most of the streams experience some nonpoint source impairment. Generally, these impairments are likely legacy issues related to the widespread loss and conversion of forest cover, resulting in changes in surface water runoff and associated erosion problems. Erosion and surface runoff continues to introduce high sediment and nutrient loads into reservation streams, impacting water quality to varying degrees. Elevated levels of nitrogen and phosphorus also reflect changes in land use over the last 150+ years. Other ongoing issues include fragmented ownership within the reservation and the fact that geographically, reservation water resources are located in the downstream portions of most local watersheds. Fragmented ownership can be problematic as addressing concerns of erosion and nutrient inputs can be more difficult when dealing with sources outside direct reservation jurisdiction. While the Water Resources Program strives to work in partnership with our neighbors, this type of situation will always present challenges.

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LOOKING FORWARD

Climate Change Impacts

Climate change may have many impacts on water quality. Shifting precipitation patterns may lead to increased flooding and drought. Both can impact water quality, by destroying habitat and/or diminishing aquifer recharge. Shifts in temperature and warming water may increase mercury methylation (very poisonous form of mercury) in existing deposits. Warmer air temperatures may increase evaporation and may lead to diminished stream flows in summer and drying up of wetlands. Changes in upland vegetation may lead to increased levels of soil erosion.

Increased runoff associated with increased heavy rain events may increase nutrients, toxic substances and pathogenic (disease causing) microorganisms entering waterways. Increased runoff is also of concern for stormwater systems that are tied to sewer systems. During heavy rain events, wastewater treatment plants may be overwhelmed, leading to the release of raw sewage into the environment. Warming waters may lead to an increase in algal blooms, which can have rippling impacts on aquatic systems. Increased algal blooms are also a public health risk, both through skin contact from aquatic recreation or consumption through public water supplies.

Changes in sedimentation and wave action may increase the turbidity (cloudiness) of water bodies. Increases in turbidity may cause a loss of aquatic vegetation, which may lead to even more turbidity. Losses of aquatic vegetation would also impact fish and macroinvertebrates that depend on the vegetation for food, cover, or spawning.

Wildlife

The Tribe defines wildlife as birds, animals, amphibians, insects, and plant life that are important to the overall ecological health of the Reservation's forest community. However, this section of the plan will primarily focus on wildlife other than plants, which will be addressed in other sections like forest resources. There are many species of wildlife that live on, or visit, the Red Cliff Reservation. Some species are found only seasonally while many reside on-reservation throughout the year. Many varieties of wildlife have a significant cultural, traditional, or spiritual importance to the people of Red Cliff. It is important to be able to provide wildlife areas on the reservation for all species and varieties of wildlife. Today much of the Reservation land base consists of a northern mixed hardwoods forest, and the most common wildlife species found at Red Cliff are those that thrive in this type of forest. whitetail deer, black bear, ruffed grouse, woodcock, and snowshoe hare have traditionally been the most common game species, but over the past 10-20 years cottontail rabbit and wild turkey have also been found in increasing numbers. Beaver, coyote, raccoon, red fox, mink, river otter, muskrat, bobcat, fisher, and weasel are the primary furbearers on the Reservation.

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Small areas of boreal forest, upland pine, mature conifer, and forested wetlands also are found within the Reservation and play crucial roles in expanding the diversity of habitat and associated wildlife species. Marten, for example, are a species that seem to prefer mature conifer habitat types, and while present, are believed to be rare on the Reservation, much like their preferred habitat. Historically, caribou and moose were common residents of the Red Cliff area before European settlement led to drastic losses of boreal forest and an environment favoring whitetail deer. Both moose and caribou are highly susceptible to a parasite known as brain worm that is carried by deer. While this parasite does not harm deer, infections in moose and caribou are often fatal. Given current and predicted forest and climate conditions that favor deer it is unlikely that moose and caribou will again be anything other than rare visitors that pass through the Red Cliff area. No inland lakes are found within the Reservation. However wooded upland wetlands and Lake Superior coastal estuaries, along with streams and beaver ponds, provide migratory and breeding habitat for many species of waterfowl and other birds. Common breeding waterfowl species include Canada geese, wood duck, blue wing teal, mallard, black duck, and common mergansers. Spring and fall migrations bring additional bird species to the reservation and wetlands as well.

Numerous non-game bird species breed on the Reservation include songbirds, raptors, owls, wading birds, and shorebirds. Common songbirds include a variety of sparrows, robins, various warblers, and several species of finches. Bald eagles, red-tailed hawks, American kestrels, and barred owls are common raptors and avian predators that nest within the Reservation. Wading birds like the great blue heron, green heron, bittern, and killdeer are frequently observed in and around Reservation wetlands, ponds, and streams.

Riparian areas provide forage and breeding habitat for wildlife and serve as important travel corridors linking other important habitat types. Game species, wolves, and furbearers such as bobcat, coyote, beaver, mink, and river otter frequent these riparian zones at all times of the year. As Reservation streams twist and turn their way from upland areas to Lake Superior they create a wide range of micro-habitats in the immediately surrounding forest. Changes in topography, soil types, sun exposure, moisture regimes, and vegetation along the banks provide diverse habitat for many different wildlife species making riparian areas critical zones to protect and restore. Birds, insects, reptiles, amphibians, and mammals all benefit from these riparian areas.

There are many vertebrae, invertebrate, and plant species present on the Reservation but not mentioned here. It is important that these species and their habitats be maintained to sustain the Reservation's rich biological diversity and ecological health. Whether common, rare, endangered, or culturally significant there is a need to consider their respective needs and implement management or protection if, or when, they may be determined to be at risk.

Wildlife stewardship goals also need to be diverse. The wildlife program must address not only species that are harvested for subsistence use, but species that have non-consumptive values and play a role in the overall health of the Reservation. Knowledge is a key piece of

responsible management and as such it is important to regularly conduct monitoring designed to assess status and trends in populations of both game and nongame species. Monitoring can take several forms and should incorporate information about both the animal (or groups of animals) and its habitat. It is also important to bring together scientific and non-scientific approaches and seek out community involvement and traditional knowledge.

Fisheries

The Red Cliff Band of Lake Superior Chippewa has and continues to rely upon fishery resources for subsistence, economic, recreational, and cultural purposes. Fisheries and the factors that influence them are global. However, the focus of TNR is the fishery resources on the Reservation and within the ceded territories where treaty fishing rights for Red Cliff members have been reaffirmed. The ceded territories can be further defined as the 1842 ceded waters of Lake Superior and the inland ceded territories.

Lake Superior

Lake Superior in its natural state, is a cold and nutrient poor system. Relative to the other Laurentian Great Lakes, Lake Superior is the largest, has among the lowest fish productivity, has a mostly intact native fish community, has fewer invasive species, and has fewer anthropogenic stressors. Lake Superior, however, is not immune to anthropogenic stressors and is changing. Lake Superior has a history of overfishing and near stock collapses, is one of the fastest warming lakes in the world and as of 2019 is at record high water levels, is especially vulnerable to the atmospheric exchange of toxic compounds, has greater than 100 non-native species, some of which are invasive and cause significant ecological and economic harm, and has recently experienced concerning blooms of cyanobacteria along its south shore. Nevertheless, Lake Superior has robust commercial, recreational, and subsistence fisheries as well as ongoing rehabilitation efforts for sturgeon, coaster brook trout, and walleye. The waters of Lake Superior ceded by the Treaty of 1842 total approximately 8.9 million acres and the fisheries within are shared among several Tribes and the states of Minnesota, Wisconsin, and Michigan. The Red Cliff Tribe's right to fish these waters are reserved in treaties with the federal government and were reaffirmed in federal courts in 1972. Management of these fisheries varies among the state jurisdictions as well as the management units within. Fisheries management within and across jurisdictions is facilitated by regional fishing agreements and a multi-national commission. TNR co-manages these fisheries by enacting and enforcing regulations on Red Cliff members. TNR also conducts routine cooperative assessments of fish stocks, some of which are used to develop sustainable fishing quotas. In addition to routine assessments, TNR conducts basic research to collect information on the ecology of Lake Superior fishes.

Reservation Waters

The waters within the Red Cliff Reservation total 998 acres of lentic water and 43 miles of lotic water. The lentic waters on the reservation do not have a history of fishing and are not thought to support meaningful fisheries. The lotic waters on reservation, however, have a history of subsistence and recreational fishing and some still support small fisheries. There are eight streams on the reservation which are small-medium in size, have cold, cool, and warm water habitats, and vary greatly in gradient, substrate, and the degree of anthropogenic modification. Species targeted by the fisheries include the native Brook Trout (both the resident and adfluvial Coaster forms), non-native adfluvial species such as Rainbow Trout, Brown Trout, Coho Salmon and Rainbow Smelt, and other species that reside in or seasonally use the estuarine habitats near the tributary mouths. Many tribal members recall catching large adfluvial Coaster Brook Trout in the waters on the Reservation during the mid-1900s, but these fish have been functionally extirpated from the area. Restoring populations of adfluvial Coaster Brook Trout has and continues to be a focus of TNR. Some of the reservation streams, such as Red Cliff Creek, are currently unsuitable for these species and in need of restoration because of poor fish passage, warm water, and high sediment loading which buries spawning substrate. Some of the reservation streams, such as Frog Creek, are currently in excellent condition and require continued protection. Many of the streams on reservation also receive spawning runs of the invasive Sea Lamprey, which invaded Lake Superior by 1938 and has the potential to devastate fish stocks. The United States Fish and Wildlife Service (USFWS) uses lampricides and other control measures to reduce Sea Lamprey abundance in the United States waters of the Laurentian Great Lakes. Treatments are applied to Red Cliff Creek and Sand River as needed. Red Cliff regulates the fisheries on the Reservation but land use practices off reservation affect water quality and fish habitat. TNR has not conducted regular fish assessments in the streams on the Reservation but has collected some fisheries data beginning in the late 1990s.

Species of fish commonly found in Chicago Creek include brook trout, brook stickleback, mottled sculpin, and longnose dace and Brook trout are the most captured fish species.

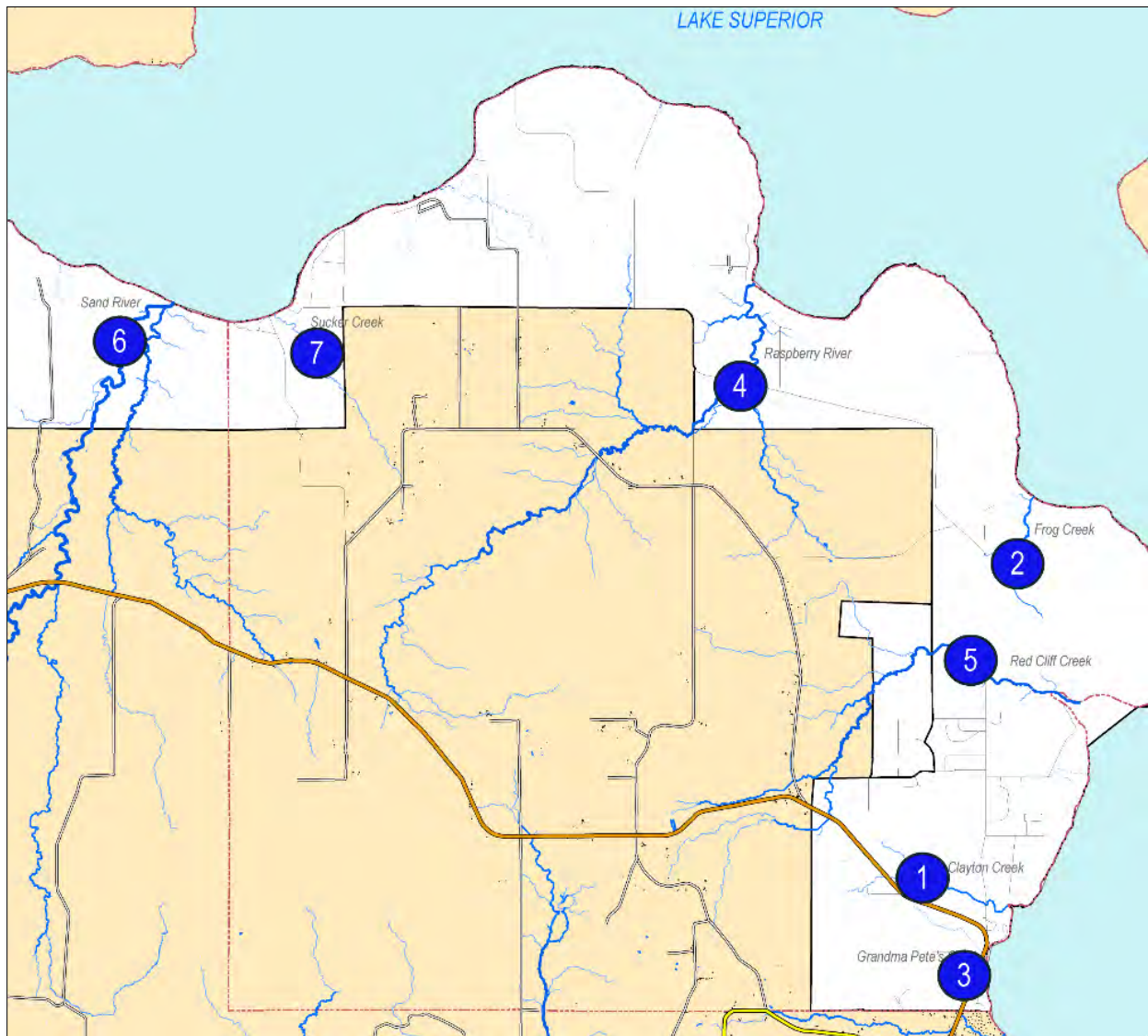


*Figure 4 Photograph by Phoebe Hyde,
Red Cliff Tribal Member*

Agricultural & Natural Resources

Red Cliff Band of Lake Superior Chippewa Comprehensive Plan 2023

Map 11.1 Creek and Fish Inventory



1. Clayton Creek
2. Frog Creek
3. "Grandma Pete's Creek
4. Raspberry River
5. Red Cliff Creek
6. Sand River
7. Sucker Creek

Air Quality

Currently, the Red Cliff Tribe has acquired funding utilizing the EPA's 103 grant source and has since implemented the Air Quality Program, which has been in operation since 2010 and is housed under the Division's Environmental Department.

Indoor Air Quality

The Red Cliff Tribe has established an Air Quality Program to monitor effects on human health from both outdoor and indoor air quality. The indoor air quality portion of the program focuses on the completion of basic residential and commercial/office assessments to determine the need for insulation, ventilation, and moisture control measures. Problem areas are identified, and the source(s) documented. Homeowner and office management education is carried out to increase community knowledge on basic measures that can be implemented to control their indoor environment (moisture control, additional ventilation, pipe insulation, etc.). When feasible, the information can be used to remediate source problems. Proper management of moisture, air flow, and insulation results in a benefits health as well as heating and cooling costs. The Red Cliff Community Health Center has many patients that are suffering from respiratory problems that are exacerbated by poor indoor air quality. It has been determined through indoor air assessments that many of the smaller tribal buildings, including housing units, do not have adequate ventilation or air exchange systems (an air exchange system would bring fresh air into the building while venting the stale air). Lack of proper ventilation therefore compounds the problems of a poor air environment.

Outdoor Air Quality

The outdoor air quality field has been an area of interest in regard to human health. One (of many) way that this can occur is from dust/dirt/particulate matter and smoke. These are tiny particles of materials like fine road dust or wood smoke that are inhaled but cannot be exhaled from the body. Exposure to particulate matter/dirt can exacerbate the occurrence and severity of sinus infections, respiratory disease, allergies, and asthma. The 2015 Tribal Emissions Inventory identified wood-burning and dirt roads as the largest sources of matter in Red Cliff. The Red Cliff Tribe recognizes that the incidence of respiratory sensitivity, asthma and allergies is increasing, especially among children. The Air Quality Program has acquired funding through the EPA's 103 grant source to begin a study in monitoring for matter in 2018. The air study will consist of tracking matter 2.5 Microns in diameter and smaller (PM2.5) as it travels around and through Red Cliffs exterior boundaries, using the Met One E-Sampler Light Scatter Aerosol Monitor.

This equipment, coupled with accompanying Wind Speed/Wind Direction sensor will allow Red Cliff to not only track matter levels, but also the direction it is coming from, which will aid in determining potential sources as they move through the reservation. This ongoing study will provide necessary data and information in the pursuit of attaining Treatment in a similar manner as A State (TAS) for Air Quality to include moving forward in attaining a Class I status.

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Air Toxins

The outdoor air quality within the exterior boundaries of Red Cliff can be affected by two main platforms: 1) from sources within or near the Reservation boundaries such as emissions from bio-fuel/coal fired power plants, small industry, automobiles and other vehicles, landfills, wood-burning stoves, dirt roads, the burning of trash, and 2) from sources hundreds and/or thousands of miles away from wildland forest fires and/or controlled burns. As a note, the burning of waste and recyclables, i.e., burn barrels, which created offensive odors and air toxins has been banned reservation wide as of 2006, Red Cliff Code of Laws Chapter 12.8.1. The lack of heavy industry within reservation boundaries means Red Cliff enjoys near pristine air quality. It remains the goal of the Red Cliff Tribe to protect and maintain all aspects of the mother earth/environment while promoting responsible future development.

Air quality is also affected by the presence of air toxins. Air toxins are generated within the Reservation from air deposition (the process by which aerosol particles collect or deposit themselves on solid surfaces). Air toxins can accumulate in humans and animals and cause many health effects. Some toxins, such as Mercury (Hg), also accumulate and become more concentrated as it passes up the food chain due to methylation. Higher levels of Sulfur Dioxide (SO₂) can aid in the methylation of Mercury, creating Methylmercury. When humans, predatory fish, mink, otter, eagles, painted turtles, etc., eat contaminated fish species, the toxin is cumulative as it cannot leave the body. Since the implementation of the 1970 Clean Air Act requiring states to develop State Implementation Plans by 1977, the Great Lakes Indian Fish and Wildlife Commission (GLIFWC) has performed several Polychlorinated Biphenyls (PCB's) studies in surrounding area fish habitats, providing maps that show which lakes were tested and recommended fish consumption charts. More information can be found on the GLIFWC website glifwc.org/Environmental.

Agricultural Resources



Mino Bimaadiziwin Tribal Farm

The Mino Bimaadiziwin Tribal Farm is owned and operated by the Red Cliff Band of Lake Superior Chippewa and serves as a critical component of the Tribe's increasingly integrated food system. According to HUD data, 83% of Red Cliff households are considered to have low-to-moderate income and this demonstrates a critical need for Tribal members to access affordable, healthy foods. As a result, in 2016 the Tribal Council Strategic Plan identified food sovereignty and local food access as a primary goal for the Tribe at which point the Mino Bimaadiziwin (The

Good Life) Tribal Farm was placed under management of the Red Cliff Treaty Natural Resources Division (TNRD). In 2016, the Tribe also created a full-time Farm Manager position to oversee Farm operations. Likewise, the Farm has also grown in infrastructure and staff capacity in recent years. In 2020 the Farm constructed a new 1,500 square foot Farm Office Building and in 2021 added a new full-time staff position to meet the growing capacity needs of the Farm.

Food Production and Distribution

The Farm now serves as a critical component of the Tribe's increasingly integrated food system by producing and distributing fresh, nutritious foods within the Red Cliff community. Foods produced by the Farm includes over thirty types of annual fruits and vegetables, an assortment of perennial berries, fresh and dried herbs and teas, apples from the Farm's orchards, farm fresh eggs from the Farm's flock of laying hens, and maple syrup. The Farm distributes these foods to tribal programs (ECC, Elderly Programs), the local public school system, local and tribally owned grocery stores, Red Cliff Fish Company, and offers on-site sales directly to consumers through a Community Supported Agriculture (CSA) program and weekly Farm Stand. Additionally, in 2021 Red Cliff was one of only a handful of Tribal Nations from across the US chosen to participate in the USDA's Food Distribution Program on Indian Reservations (FDIPR) Demonstration Pilot Project. This pilot program demonstrates that Red Cliff is a sovereign Nation with the ability to source their own foods for Food Distribution including from Tribal and/or local producers. The Farm is an integral part of the Pilot Project and has a contract to provide produce directly to Food Distribution

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for distribution to the Red Cliff community from 2021 through 2023 seasons. If the program is successful the goal is to continue direct distribution of Farm produce to the Red Cliff Food Distribution Program in the future.

With just 1.25 acres available for vegetable production, the Farm maximizes growing capacity by using strategies that maximize yields while also caring for soil health and longevity by implementing soil building techniques and no-till or low-till practices. The addition of high tunnels has been instrumental in extending the growing seasons and increasing growing capacity at the Farm. In 2018 the first high tunnel was added, a second one was added in 2020, and a third is planned for 2023. In addition, beginning in 2020 the Farm has received one hundred percent of the fish waste from the Red Cliff Fish Company and has developed a process to turn it into nutrient rich compost that is used on the Farm's production plots each spring. The goal is to have compost available for community use in the future along with amending the farm fields, but distribution will require additional infrastructure and staff capacity. In addition to growing fruits and vegetables, the Farm also raises a small flock of laying hens which provide farm fresh eggs available for the community. Currently, eggs are distributed through the Farm's CSA program, sold directly from the Farm, and resold from the Red Cliff Fish Company. The Farm will continue to assess if increasing the size of the flock is strategic for the Farm by analyzing the time and cost expenditures of the flock. Likewise, any additional livestock (ex. beef cattle) would require a significant increase in both staff capacity, infrastructure, and land base, thus at this time there are no plans to expand in this area and instead the Farm will focus on maximizing production in current areas.

The Farm also has a roughly three-acre orchard comprised of approximately 140 apple trees that were planted in the 1930s. While many of these trees are still productive to a degree, since 2016 the Farm has planted approximately 65 new fruit trees. Like all vegetables grown at the Farm, the orchard is cared for using all organic methods. Current apple production is modest and mainly provides hands-on learning opportunities for Bayfield School students, with some cider, fresh apples, and apple products being produced for distribution each year. Lastly, the Farm cares for the wetland complex and forest that comprise the remaining thirty-six acres of the property. Through the years, the Farm has led restoration projects to control invasive species and plant native plants that support diverse habitat for pollinators, birds, and other wildlife. Additionally, the Farm uses the forested area to host workshops for the community and students from the Bayfield School. There are young sugar maples within the forest, and forest management strategies could be implemented to encourage the develop a sugarbush in this area for future generations.

Community Engagement

The Farm offers workshops and events for the community and offers opportunities for community members interested in engaging with the Farm and food sovereignty efforts. Staff work closely with the local school district to provide culturally relevant and experiential educational opportunities for the students. Beginning in 2020, the Farm began operating the

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Food Sovereignty Equipment Loan Program that provides equipment for community members to hunt, fish, gather, and garden to support their own food sovereignty goals. The Farm also offers support to Red Cliff members interested in growing their own food. Each spring the Farm hosts a Plant and Seed Sharing event in which over 2,500 plants are distributed for free to the community. Additionally, staff offer assistance for tilling home gardens and helping elders plant their gardens each spring. Throughout the year workshops are offered on various topics to assist home gardeners in methods of gardening, harvesting, and food preservation. The Farm is also working to create community garden plots within the Red Cliff neighborhoods and in 2021 established a community garden at the New Hope Housing Complex.

Iskigamizigan (Sugarbush)

In 2019 the Farm began to operate a yearly iskigamizigan (sugarbush). Tapping maple trees is a traditional agricultural practice that not only provides opportunities for youth engagement through the Bayfield School District, but the zhiwaagamizigan (maple syrup) produced is an additional source of local and culturally appropriate food for Red Cliff community. In 2022 the Tribe regained control of an eighty-acre parcel which included a mature sugarbush and operational sugar shack and directed TNR/the Farm to manage the property. The size of the sugarbush and infrastructure already in place has the capacity to not only support community involvement in the sugarbush but has the potential for providing a source of revenue to support operations and increase the financial sustainability of the Farm.

LOOKING FORWARD

Climate Change and Agriculture

Climate change is contributing to many changes across the landscape and will also affect agricultural practices and availability of traditional foods. At Mino Bimaadiziiwin Farm, this may manifest through changes in the growing season, increased severe weather events, or increased pest pressures, for example. A diversified farm that stewards the land is more resilient to a changing climate, therefore the farm will continue to carefully build soil health and ecosystem wellness. Increasing food sovereignty is not only a goal for the well-being of the community but also an important step in becoming more resilient to a changing climate.

15 HUMAN RESOURCES

OVERVIEW

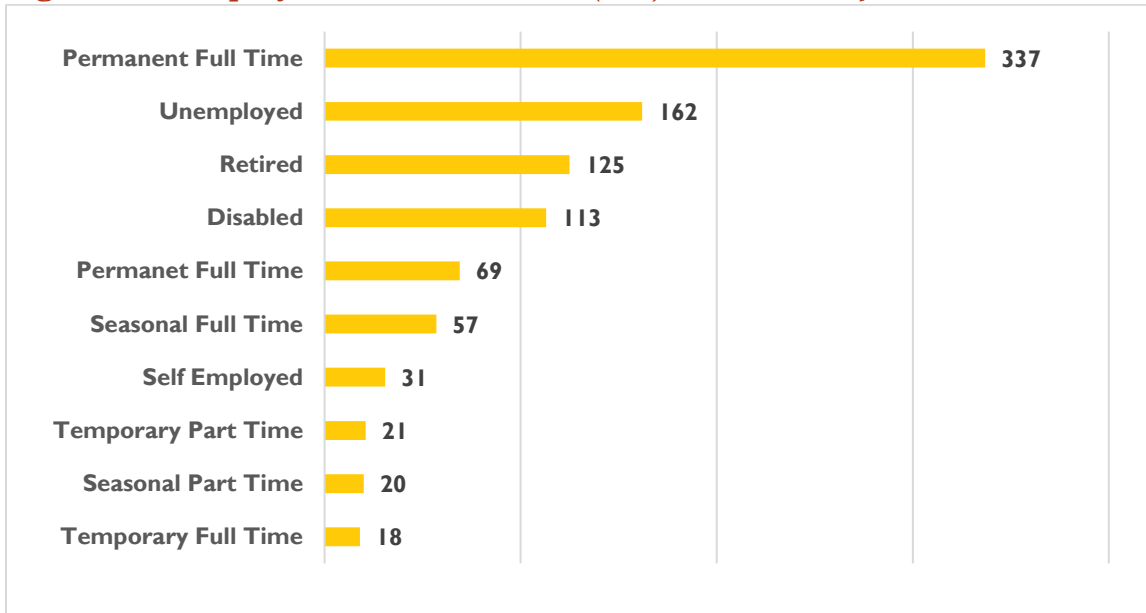
Red Cliff is the largest employer in Bayfield County. According to the 2018 Tribal Census, 76.8% of the population is in the labor force (excluding disabled population that is not working, and retired population that is not working) and 23% of the labor force is unemployed.

Additional facts concerning human resources include:

- High unemployment rates in the winter while the steadiest full-time employment is in the summer.
- For those who do not work in a tribal program or the casino, most of the employment is seasonal work in motels or restaurants.
- 99 of the 148 total employees at Legendary Waters are full time; the remaining 49 employees are part time employees working less than 32 hours per week (prior to 2020 pandemic).

About 22 percent of 2018 Census surveyed households have members that were seeking new, different, or additional employment. When these households were asked to select the biggest barriers to full employment or employment in a desired industry/position, over half cited a lack of available jobs. Barriers related to childcare and education/job skills/experience were each mentioned by about one-third of respondents. Transportation challenges were also frequently selected (29.3%). Another 18.2% mentioned the lack of job training opportunities. These responses affirm the prioritization of economic development and workforce development, including training and education, in the Strategic Plan. Transportation and childcare are challenges that the Tribe must work to address.

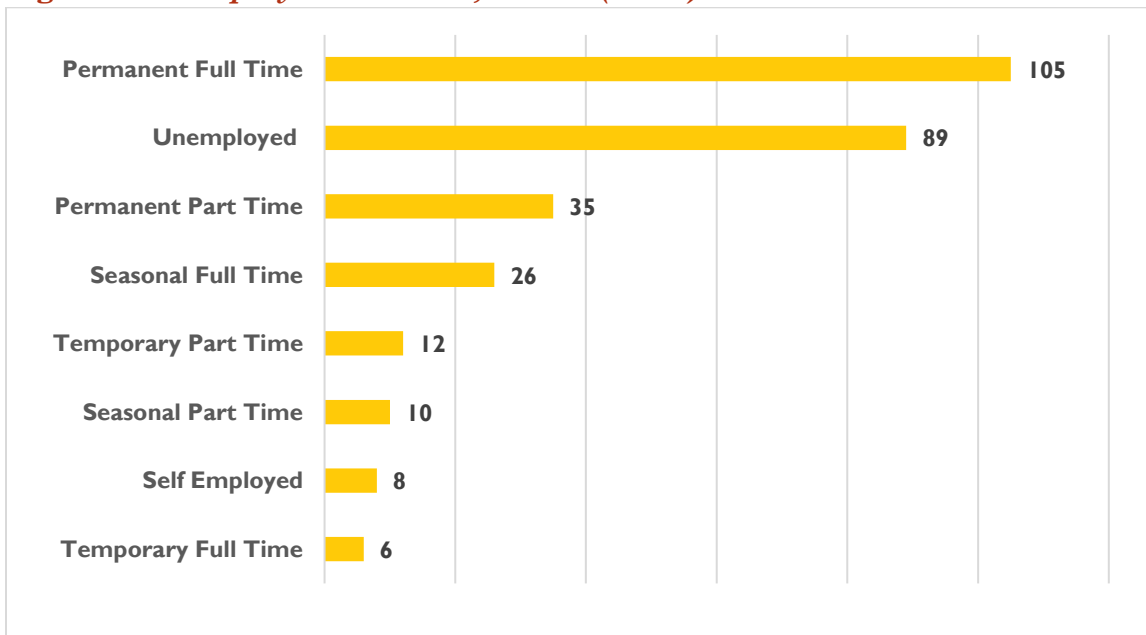
Figure 12.1 Employment Status Adults (18+) In The Workforce



Source:

2018, Tribal Census

Figure 12.2 Employment Status, Adults (18-35) in the Labor Force



Source: 2018, Tribal Census

CURRENT CONDITIONS

Income

The median family income for Bayfield County was \$52,910 in 2018 (ACS, 2020). While no statistical median was provided for Red Cliff, it is generally believed that income gaps exist between the Red Cliff Community and the remainder of Bayfield County. Jobs within and around the Red Cliff Community are typically seasonal and tourism-related, given the recreational nature of the entire area. Consistent data relating to social service and public assistance, along with high unemployment rates within the Red Cliff Community lead to the conclusion that the Red Cliff community has a higher poverty rate and lower social-economic status tribally, state-wide and nationally.

Figure 12.3 Red Cliff Reservation Household Income

Income	2018 Census	ACS 2016
Less than 10,000	15.1%	10.8%
\$10,000-\$19,999	20.1%	12.5%
\$20,000-\$29,999	15.1%	15.7%
\$30,000-\$39,999	13.9%	9.3%
\$40,000-\$49,999	11.6%	11.5%
\$50,000-\$59,999	6.8%	13.3%
\$60,000-\$74,999	8.2%	10.6%
\$75,000-\$99,999	5.7%	11.3%
\$100,000 or More	3.4%	4.9%

Source: 2018, Tribal Census, 2016 ACS

Figure 12.4 Annual Household Income

	Households Headed by Tribal Members	Households Headed by Non-Tribal Members	United States	Wisconsin
Median Annual Household	\$30,000	\$22,000	\$55,322	\$54,610
Mean Annual Household	\$35,171	\$41,573	\$77,866	\$71,459

Source: 2018, Tribal Census, 2016 ACS

Human Resources

The U.S. Department of Housing and Urban Development (HUD) sets income standards for its affordable housing programs based on household size and median household incomes estimated for part or all of each metropolitan area and for each non-metropolitan county. “Low Income” is defined as 80% of the median income or below. Approximately 76% of Red Cliff households would be considered “Low Income” based on HUD standards. In fact, 16% of households fall into the “Very Low Income” category (30% - 50% of median income) and 37% of surveyed households are in the “Extremely Low Income” category (\leq 30% of median income).

Figure 12.5 Household Income Based on HUD Categories

Income Category	Percent of Households
Extremely Low Income (\leq 30% Median Income)	37%
Very Low Income (30 - 50% Median Income)	16%
Low Income (50 - 80% Median Income)	23%
Above 80% of Median Income	24%

Source: 2018, Tribal Census

Figure 12.6 Household Income Sources

Source	Percent of Households
SSI (Social Security) or SSDI (Social Security Disability)	85.7%
Wages, salary, commissions, bonuses, or tips	66.5%
SNAP (food stamps)	22.1%
Retirement, pension, survivor pension	11.2%
Self-employment income	10.5%
Unemployment or worker's compensation	9.6%
Tribal or public assistance or welfare payments	8.7%
Child support or alimony	6.9%
Per capita payments	3.3%
Veterans (VA) payments	2.5%
Rental income, royalty income, or income from estates and trusts	0.7%

Source: 2018, Tribal Census

Occupations

Figure 12.7 Occupations, Civilian Employed Population 16 Years and Over

Occupational Class	Employment (Estimate)	Margin of Error
Management, business, science, and arts occupations	202	(+/- 48)
Service occupations	200	(+/- 40)
Sales and office occupations	85	(+/- 26)
Natural resources, construction, and maintenance occupations	91	(+/- 25)
Production, transportation, and material moving occupations	55	(+/- 21)
Civilian employed population 16 years and over	633	(+/- 68)

Source: 2018, ACS, Bayfield County

Figure 12.8 Employment by Industry, Civilian Employed Population 16 Years +

Industry Class	Employment (Estimate)	Margin of Error
Arts, entertainment, recreation, accommodation and food services	168	(+/- 13)
Educational services, and health care and social assistance	118	(+/- 26)
Public administration	115	(+/- 14)
Construction	72	(+/- 9)
Retail trade	51	(+/- 24)
Transportation and warehousing, and utilities	26	(+/- 20)
Agriculture, forestry, fishing and hunting, and mining	25	(+/- 9)
Manufacturing	23	(+/- 15)
Finance insurance, and real estate and rental and leasing	19	(+/- 7)
Wholesale trade	7	(+/- 34)
Professional, scientific, and management, and administrative and waste management services	7	(+/- 44)
Other services, except public administration	2	(+/- 3)
Information	0	(+/- 36)
All Industries	633	(+/- 68)

Source: 2018, ACS, Bayfield County

Human Resources

Figure 12.9 Employment Statistics, Bayfield County

Industry	2015 Jobs	2020 Jobs	Change In Jobs	% Change In Jobs	2020 Lq	2020 Earnings Per Worker	2020 Grp
Government	1,555	1,619	64	4%	2.25	\$71,055	\$127,729,011
Accommodation and Food Services	755	565	(190)	(25%)	1.67	\$21,071	\$27,320,164
Retail Trade	465	424	(41)	(9%)	0.92	\$31,673	\$28,107,547
Health Care and Social Assistance	412	307	(106)	(26%)	0.50	\$37,799	\$14,019,195
Construction	407	494	87	21%	1.81	\$62,932	\$47,854,450
Manufacturing	228	252	24	11%	0.69	\$45,127	\$19,142,934
Other Services (Except Public Administration)	212	202	(11)	(5%)	0.83	\$28,156	\$11,859,688
Arts, Entertainment, And Recreation	196	160	(36)	(19%)	2.40	\$37,673	\$10,066,314
Transportation And Warehousing	135	127	(9)	(6%)	0.66	\$62,208	\$12,243,505
Agriculture, Forestry, Fishing And Hunting	98	69	(29)	(30%)	1.19	\$40,427	\$12,202,881
Finance And Insurance	92	62	(31)	(33%)	0.31	\$78,074	\$14,900,251
Administrative And Support And Waste Management And Remediation Services	91	129	38	41%	0.45	\$34,939	\$7,021,405
Professional, Scientific, And Technical Services	87	81	(6)	(7%)	0.25	\$51,322	\$8,216,899
Wholesale Trade	84	77	(7)	(8%)	0.45	\$69,777	\$10,910,763
Information	60	68	8	14%	0.80	\$80,481	\$18,179,565
Real Estate And Rental And Leasing	45	39	(6)	(13%)	0.49	\$51,562	\$9,447,746
Educational Services	23	21	(2)	(8%)	0.17	\$30,694	\$833,438
Management Of Companies And Enterprises	13	11	(2)	(17%)	0.15	\$58,238	\$2,637,559

Source: Emsi, August 2021

Occupational Location Quotient

Location quotients compare the concentration of an occupation within a specific geographic area, in this case Bayfield County, to the concentration of that occupation nationwide. If an LQ is equal to 1, then the occupational class has the same share of its area employment as it does in the nation. An LQ greater than 1 indicates an industry with a greater share of the local area occupations than is the case nationwide.

The basic uses of location quotient include:

- Determining local or regional specialization. Here location quotient is remarkably effective at quickly identifying those industries or occupations that stand out because of their higher-than-average per capita employment. This is what makes your economy unique.
- Identifying the region's export industries. Industries with a high location quotient are often those that are exporting a lot of goods and services out of the community and are therefore net-importers of valuable dollars.
- Identifying endangered export industries that could erode the region's economic base.
- Identifying industries and occupations that are below equilibrium in the economy and that might be fighting to gain balance.

LOOKING FORWARD

The Red Cliff Band of Lake Superior Chippewa, like all other entities will struggle with finding and keeping qualified and trained individuals. As the overall workforce shrinks and it becomes more difficult to recruit top-notch talent to the far northern regions of Wisconsin, it is essential that a primary focus be placed on talent recruitment and retention. Without a comprehensive plan to get and keep good people, the Tribe will be unable to move organizational plans forward in a timely manner. By centering efforts on recruitment, as well as "homegrown training," the Tribe will not only improve the overall capabilities of its members but also fortify the workforce for the future. "Homegrown training" identifies opportunities in occupations that are expanding and matches those opportunities with local members.

Fastest Growing Occupations

The below table highlights the growth of key jobs supporting the local economy and to assist Red Cliff community with understanding how to invest in workforce development to create an on-going and sustainable work sector.

Figure 12.10 Occupations And Jobs, 2015-2021, Bayfield County

Description	2015 Jobs	2021 Jobs	2015 – 2021 % Change	Median Annual Earnings
Other Protective Service Workers	24	43	78%	\$27,217.21
Animal Care and Service Workers	15	24	60%	\$25,704.25
Firefighting and Prevention Workers	48	76	60%	\$35,038.10
Metal Workers and Plastic Workers	25	40	59%	\$38,075.28
Librarians, Curators, and Archivists	20	31	52%	\$29,853.43
Supervisors of Buildings and Grounds Cleaning and Maintenance Workers	17	23	42%	\$47,463.02
Information and Record Clerks	131	178	37%	\$29,123.71
Other Construction and Related Workers	60	81	36%	\$48,485.84
Health Technologists and Technicians	73	99	35%	\$40,751.57
Top Executives	71	94	32%	\$89,818.88
Motor Vehicle Operators	159	203	28%	\$41,605.15
Law Enforcement Workers	51	66	28%	\$54,928.54
Supervisors of Construction and Extraction Workers	25	31	25%	\$59,823.39
Sales Representatives, Wholesale and Manufacturing	21	26	24%	\$44,706.50
Supervisors of Production Workers	17	21	24%	\$57,954.24
Healthcare Diagnosing or Treating Practitioners	115	142	23%	\$73,587.87
Counselors, Social Workers, and Other Community and Social Service Specialists	70	86	23%	\$46,625.23
Assemblers and Fabricators	27	33	22%	\$29,485.71
Religious Workers	12	14	21%	\$43,806.42
Material Moving Workers	105	127	21%	\$28,738.88

Source: Regional Industry & Market Analysis Red Cliff Band of Lake Superior Chippewa, February 2021

Human Resources

Figure 12.11 Largest Area Employers by Number of Employees

Employer Name	Size Range	Annual Sales	Business Description
Northern Lights Healthcare Center	100-249	\$5M-9M	Physical Therapists
Norvado	100-249	\$20M-49M	Internet Service
Pike's Bay Sanitary District	100-249	\$50M-99M	Sanitary Paper Products (MFRS)
Red Cliff Chippewa Tribe Administration*	100-249	-	Tribal Government
Legendary Waters Resort-Casino*	100-249	\$10M-19M	Casinos
Bayfield High School	50-99	-	Schools
Washburn Elementary School	50-99	-	Schools
Drummond Middle and High School	50-99	-	Schools
Pier Plaza Restaurant	50-99	\$1M-2.4M	Full-Service Restaurant
Ashland Ford Chrysler	50-99	\$10M-19M	Automobile Dealers-
Lakewoods Resort	50-99	\$2.5-4.9M	Resorts
Washburn High School	50-99	-	Schools
Bayfield Inn	50-99	\$2.5M-4.9M	Hotels & Motels
Chequamagon Communications Inc.	50-99	-	Communications
Drummond Area School District	50-99	-	School Districts
Flamingo's Up North	50-99	\$1M-2.4M	Restaurants
Recreation and Fitness Resources	50-99	\$2.5M-4.9M	Sailing Instruction
Red Cliff Community Health Center*	50-99	-	Clinics
South Shore Elementary	50-99	-	Schools
Bayfield County Sheriff	20-49	-	Sheriff
Garmisch USA Resort	20-49	\$2.5M-4.9M	Resorts
Washburn Iron Works Inc.	20-49	\$2.5M-4.9M	Foundries-Steel (MFRS)
Washburn School District	20-49	-	School Districts
Lakewoods Forest Ridges Golf	20-49	\$1M-2.4M	Golf Courses
Absolut Manufacturing LLC	20-49	\$5M-9M	Manufacturers

Source: 2020, Wisconsin DWD *-Denotes Employers Located on Red Cliff Reservation, Bayfield County

Human Resources

16 COMMUNITY WELLBEING

OVERVIEW

Red Cliff defines health as a state of complete physical, mental, spiritual, and social well-being. Red Cliff Health's philosophy on health care is based on the Four Hills of Life: we grow and change as we make our way through life's four seasons: childhood (spring), adolescence (summer), adulthood (fall), and old age (winter).

Federal health services for American Indians began under War Department auspices in the early 1800s. Currently the Federal policy was primarily one of military containment. As early as 1802 or 1803 Army physicians took emergency measures to curb contagious diseases among Indian Tribes in the vicinity of military posts. The first large scale smallpox vaccination of Indians was authorized by Congress in 1832. Transfer of the Indian program from the War Department to the Department of the Interior, newly created in 1849 to deal with the Nation's resources, stimulated the extension of physicians and services to Indians. Federal construction of hospitals and infirmaries began in the early 1880's, originally to serve Indian boarding school students almost exclusively. Nurses appeared on the staff for the first time in the 1890s. Professional medical supervision of American Indian health activities began with the establishment of the position of Chief Medical Supervisor in 1908. Appropriations designated specifically for general health services to Indians first appeared in the budget in fiscal year 1911. Creation of the Health Division in 1924 raised the status of the program and allowed direct access to the Commissioner of Indian Affairs. Officers of the Public Health Service Commissioned Corps have been detailed to the Indian health program to meet the needs for qualified staff, especially in the supervisory posts, since 1926. Proposals for transfer of the program to the Public Health Service were made by the House Committee



Figure 5 Red Cliff Community Health Center

Community Wellbeing

Red Cliff Band of Lake Superior Chippewa Comprehensive Plan 2023

on Indian Affairs as early as 1919 but were rejected at that time by both the Public Health Service and the Bureau of Indian Affairs as undesirable and impracticable. A similar proposal was made in 1949 by the Hoover Commission's Task Force on Public Welfare and was supported by the Association of State and Territorial Health Officers, the American Medical Association, the Association on American Indian Affairs, and others. The transfer was made on July 1, 1955, to the Public Health Service, Department of Health, Education, and Welfare as the agency responsible for the human resources.

The wellbeing of the people of the Red Cliff Tribe is of utmost importance to the overall health of the entire community. On a continual basis, key local experts in the healthcare arena review current programs and formulate a plan to expand current services and/or create new programs. The overall approach of the plan centers on expanding preventative services, improving access to care and developing integrated services across the lifespan following the Four Hills of Life.

CURRENT CONDITIONS

Red Cliff began providing primary health care to its community by hiring its first physician in 1994. Prior to 1994, community members requiring medical care would be driven by volunteers to their medical and dental appointments in one of the nearby communities. Since that first visit by their first doctor, Red Cliff has continued to grow and expand its health services capabilities. After several years of planning and preparing, the new Red Cliff Community Health Center became a reality and opened its doors to the public on June 3, 2014. The new health center is 32,000 square feet and showcases the Ojibwe culture. This was completed using various methods throughout the center. Entering the building, you are welcomed by the inlaid pattern of fish and turtles which represent the history of the Lake Superior Ojibwe. The Red Cliff Community Health Center utilizes a Patient-Centered Medical Home health care delivery model. The foundation of a medical home is that it is patient centered, evidence based, comprehensive, coordinated, accessible and committed to quality and safety. It is also based on the same philosophies as our culture embraces, by treating the whole person, physically, emotionally, mentally, and spiritually. The Health Center staff has worked hard to pair traditional Ojibwe knowledge with contemporary health care. Features within the finished building support this new care model. The health care providers, care managers and support staff work as a team in an open space area where all team members can communicate and work together on patient care. This system of care has received national recognition for improvements that were made in the health outcomes of those we serve.

Community Health Resources and Support Services

HEALTHY FOOD & FOOD RESOURCES

Elderly Nutrition Program

This program strives to meet the nutritional needs of the elderly population by providing an opportunity for eligible participants with access to healthy meals and to provide a social outlet for folks to remain engaged in their community. Services offered include nutrition services, senior dining and special gatherings and home delivered meals (Meals on Wheels).

Federal Emergency Management Agency

FEMA offers limited assistance through emergency food vouchers, utility disconnects, and limited rent or mortgage payments for eligible enrolled members living on the reservation who meet income and program guidelines.

Food Distribution

USDA distributes food to members of Indian households living on or near a reservation and members of non-Indian households living on a reservation. This program provides eligible recipients with fresh fruit and vegetables, whole grains and meals and nutritional information.

FoodShare Employment Training

Assists income eligible tribal community members, disabled individuals and elderly members living on or near the Red Cliff reservation with food share, and employment assistance on a voluntary basis. The purpose of this program is to help and support for obtaining employment or for career advancement. Core services may vary monthly, and may include childcare, vehicle repair, gas vouchers, BART bus passes, clothing and tool expenses and driver's license renewal.

Community Garden

A project targeting all Red Cliff Community members through education, sustainable agriculture and strengthening community relationships in shared harvesting. The Health Center location was chosen for its proximity to the farm recognizing its connection to the overall health of the community.

Women, Infants & Children (WIC)

The purpose of the Special Supplemental Nutrition Program is to promote and maintain the health and well-being of nutritionally at-risk pregnant, breastfeeding, and postpartum women, infants, and children.

Community Wellbeing

COMMUNITY HEALTH

Community Health Nursing

This program is the integration of nursing practices and public health practices applied to the promotion and preservation of the health of the population. The nature of this practice is continuous and comprehensive, directed to individuals in families and groups. The nursing staff is in constant contact with people who seek and need health care and has a unique opportunity to identify actual and potential health problems.

Community Health Representative (CHR)

The Community Health Representatives are trained in the basic skills of healthcare provision and disease control/prevention. The CHR positions are extensions of the Community Health Nurse and often filled by community members. This provides a relationship-based view of what needs the community is experiencing. The CHR services include but are not limited to; home visits to assess and screen for individual and family health needs; coordinating community wide health promotion/disease prevention programs and activities; optical dispensing and transportation for medical appointments.

Covid-19 Response

The Community Health Department is integral to the Covid-19 pandemic response. The department assumed responsibility for Covid-19 related activities including community testing; contact tracing; management of isolation units and vaccine administration. The department is integral to maintaining the holistic response to the pandemic by providing ongoing outreach to identify community needs.

Immunization Program

The goal of the immunization program is to protect the community from vaccine-preventable diseases by achieving and sustaining high immunization coverage levels. This is achieved through four strategic approaches: Education and Training, Vaccine Access and Delivery, Surveillance and Monitoring, and Partnerships. Immunizations are available in both the primary care and community health settings.

Injury Prevention

The goal of the injury prevention program is to decrease the incidence of severe injuries and death. The Community Health Department facilitates ongoing education and events targeted at priority areas such as: car seat safety, rabies vaccinations, seat belt use, and fall prevention.

ACCESS TO HEALTH CARE

Indian Health Services

The Red Cliff Community Health Center follows an open-door policy and provides direct care, at no cost, to American Indians/Alaska Natives of federally recognized Tribes or

Community Wellbeing

their descendants. Direct care is defined as those services provided on-site within the health facility.

Purchased and Referred Care

Specialty care outside the facility is governed by the Purchased and Referred Care (PRC) program. Eligibility includes Red Cliff Tribal members residing in Bayfield County and members of other Tribes living within the Red Cliff Reservation boundaries.

Federally Qualified Health Center

The Red Cliff Health Center is designated as a federally qualified health center (FQHC). This designation represents a community-based, patient-directed organization that provides primary care in an underserved area. This safety net service model reduces health disparities by emphasizing care management of patients with multiple health care needs and the use of key quality improvement practices, including health information technology.

Medical Benefits Program

The Medical Benefits Specialist provides application assistance to a variety of healthcare programs. The primary focus is on eligibility and outreach for the Medicaid and Federal Healthcare Exchange. Referral services are provided to other healthcare related programs.

Veteran's Outreach

The Veteran's Outreach Specialist helps veterans accessing healthcare through the Veteran's Administration. They assist veterans in navigating the state, federal and tribal systems to access and maximize benefits.

Behavioral Health Resources/AODA Resources

The Red Cliff Behavioral Health Department provides substance abuse services including prevention, counseling, evaluation, assessments, referrals, and outpatient treatment. Specific program components include: (1) referral/networking with chemically dependent persons, their families, social service agencies, courts, and health facilities, (2) serve as a primary point of entry for substance abuse treatment services along the full continuum of care for adolescents and adults, (3) adherence to policies regarding confidentiality and privacy of client records and activities, (4) maintenance of an Alcohol and Other Drug Abuse (AODA) Treatment Program. A particular program emphasis is substance abuse prevention/early intervention services for youth in collaboration with the local school district and tribal Youth Services Program. The Department also operates a mental health program to provide various services to assist individuals and families in attaining a maximum level of well-being and personal and social functioning. These services are directed at improving an individual's ability to deal with the various stresses of day-to-day living. Empowerment of adults, children and families is the focus of therapy to meet individual emotional needs and foster social

competency. The staff is responsible for (1) using a bio-psychosocial approach to make assessments, provide psychotherapy and make referrals to meet treatment needs of clients; (2) provide informational and educational materials for the community; (3) identify appropriate resources for clients requiring specialized treatment and assist families with the referral process; (4) work with other staff to provide community education workshops; (5) providing counseling to people in crisis and promote emotional healing; (6) Tele-behavioral health services. Services currently include initial consultations and follow-up services, such as, medication management.

Comprehensive Community Services (CCS)

Comprehensive Community Services is a voluntary program that provides services to children and adults who have mental health or substance abuse issues. Services are individualized offering an array of Red Cliff Tribal and Bayfield County services. Services are client directed, recovery oriented and strengths based. The Red Cliff CCS program provides services to Red Cliff Tribal members and Red Cliff Community Members within reservation boundaries and Bayfield County. Services are covered by Medical Assistance through Wisconsin's Comprehensive Community Services. Services are not time limited. It is the vision of CCS to support, participants to achieve maximum independence, ultimately resulting in discharge from CCS. Individualized criteria will identify in what circumstance discharge should occur.

Coordinated Services Team (CST)

A CST team is a group of individuals, including family members and service providers chosen by the family, who work together to respond to the service needs of a child and their family. This wraparound process aims to achieve positive out-comes by providing a structured, individualized team planning process. Additionally, this collaborative approach results in a plan of care that is more relevant to the needs of the child and their family. Planning is grounded in family members' perspectives and the team strives to provide options that reflect the family's values and preferences.

Noojimo'iwewin Drop In Center

Noojimo'iwewin is a safe, sober, and welcoming drop-in center and community space. The name means "we heal" in Ojibwe. The center staff include certified Peer Specialists that teach and reinforce traditional sober living skills; help with essential life skills such as budgeting, and seeking housing, employment etc. The Center hosts sober events including support groups.

Youth and Family Treatment Recovery Enhancement and Expansion (TREE)

The RC TREE program is a grant funded program available to community members ages 12-25 who are seeking support for substance abuse. Screening assessments are used in RC TREE to better understand a participant's substance use activities and the frequency in which they engage in them. An individualized service plan will be developed that will

incorporate treatment services best suited to help the participant and the specific areas they struggle with when it comes to substance abuse.

Mishomis Recovery Program

In May 2022, the Tribe opened the Mishomis Recovery program for male adults in recovery. The program is designed to provide recovery services such as counseling, peer support and life-skills training in a shared housing setting.

No Wrong Door – Wrap Around Care

Since 2018, staff from Red Cliff Family & Human Services, Red Cliff Health Services, Red Cliff Chippewa Housing Authority, Tribal Court, Planning Department, Law Enforcement and Tribal Council have developed an interdisciplinary service provider team to work together more effectively and ease the burden on clients who would otherwise be required to undergo multiple, separate intake processes and referrals for each needed service. In this approach, sometimes referred to as a “Wraparound Care” or a “No Wrong Door” model, all service providers work together on a client’s case plan to connect them with appropriate care and resources. The No Wrong Door approach builds from the foundation of existing services throughout the tribal divisions, such that the individual will work with a dedicated team of service providers to develop a service plan to meet the individual’s unique needs and goals. The goal of this approach is to allow all programs to provide an individualized, comprehensive, collective, and holistic response to serious mental or behavioral health challenges.

17 ECONOMIC DEVELOPMENT

Overview

The Red Cliff Reservation is predominantly rural, with most commercial development clustered in the vicinity of the community of Red Cliff along State Highway 13. Much of the local economic activity occurs within this highway corridor. The geographical area surrounding Red Cliff is highly dependent on the tourism industry. When summer tourists come to the Bayfield Peninsula, it creates seasonal economic activities in the city of Bayfield and Red Cliff. Many Red Cliff people work in the surrounding area at seasonal jobs. The activities or services that attract tourists in Red Cliff are: Frog Bay Tribal National Park, the Legendary Waters Resort and Casino, the Buffalo Bay Gas station and accompanying Native Spirits Gift Store, Peterson's Grocery Store, the Point Detour campground, the Buffalo Bay Marina, and a local kayaking business housed within the boundaries of the Red Cliff Reservation, but is not owned or operated by the Tribe or tribal members.

CURRENT CONDITIONS

ECONOMIC INFRASTRUCTURE

Community economic development depends on the availability of its infrastructural facilities. Infrastructure plays a vital role in the improvement of the community's standard of living and plays an important role in contributing to a higher rate of economic growth. The term economic infrastructure refers to the facilities, activities and services which support operation and development of other sectors of the economy. These facilities, activities and services help in increasing the overall productivity of the economy. They also play an essential role in facilitating continuity among the various sectors of the economy. There are two basic classifications of economic infrastructure, social infrastructure and physical or 'built' infrastructure. Social infrastructure refers to basic services such as educational pipelines and job training opportunities. This definition also includes access to health and sanitation services, clean drinking water, wastewater treatment and housing opportunities. Physical economic infrastructure refers to assets of the built environment which serve the needs of production, service, and industrial sectors of the local economy. These features include physical systems such as transportation, energy, technology, telecommunication, and finance.

Current Economic Programs And Resources

IN 20202, Red Cliff was awarded an Economic Development Administration grant called the Red Cliff Economic Recovery, Advancement, and Development Project. Under this grant, Red Cliff hired an Economic Development Recovery Coordinator in July 2020. This position works in the Planning Department, implementing projects under the grant.

In July 2021, Red Cliff completed an Economic Diversification Strategy. This document is meant to guide economic development, land use, and development of commercial areas for

Economic Development

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Red Cliff. When implemented, the strategy will connect local assets to the regional economy to recover and grow a thriving and sustainable economy for the Tribe. The seven priorities identified in the Economic Diversification Strategy are:

1. Continue strengthening the business development corporation.
2. Expand opportunities and participate for workforce and education.
3. Seize opportunities in tourism and outdoor recreation industry.
4. Redesign/expand the tribal tax code.
5. Land use categorization and development planning
6. Tribal enterprise launch and transition
7. Industry opportunity evaluation and expansion

Projects are being developed or already underway under these priorities.

The Economic Development Recovery Coordinator is also partnering with the Business Development Corporation (BDC.) The BDC is the Tribe's authorized economic development organization, per the 2012 Charter of the BDC. The BDC currently operates the Buffalo Bay Store and may take over operation of other Tribal enterprises in the future. The BDC will help execute the goals of the Economic Diversification Strategy in collaboration with the Economic Development Recovering Coordinator.

The coordinator also is facilitating a master planning process for the Red Cliff commercial zone. This includes contracting with a firm to conduct a feasibility study and site selection for the size and scope of a new Buffalo Bay Store, a feasibility study on the former Living Adventures site, and a land use study and master planning of the Isle Vista site. This process will be underway in late 2021 through 2022.

Red Cliff in 2021 sought to utilize its Revolving Loan Fund for the U.S.D.A. for small business owners and entrepreneurs. The fund was transferred to the Wisconsin Native Loan Fund Inc. Red Cliff and WNLF will work together to outreach to Red Cliff Tribal members small business owners and entrepreneurs to put these funds to use.

Redevelopment Opportunities

FORMER ISLE VISTA CASINO SITE

The 50-acre former Isle Vista Casino property located at 88705 Old Hwy 13 is in the heart of the Red Cliff commercial zone. It fronts state Highway 13, directly across from the Legendary Waters Resort and Casino, and overlooks Lake Superior. It is the former site of the Isle Vista Casino and Bingo Hall. The 20-year-old Bingo Hall structure remains on site. A 2011 report by C&S Design & Engineering determined the building was in reasonable condition (at that time) but would take about \$125,000 to upgrade to code compliance. A process was started in 2012 to analyze the cost of removing the building but was not completed. Currently the property is used for some large equipment staging and overflow parking during the ice fishing, snowmobiling, and summer boating season.

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Most of the Isle Vista 50-acres is undeveloped and is wooded. There is a stream located on the property that will be a consideration in future development.

At one time, this property was designated as the Red Cliff Business Park for development. Presently, the Tribe is undergoing a Land Use Study and Master Planning process that focuses on this site and encompasses the entire commercial zone. That process is expected to be complete by mid-2022. That plan will detail how the property will be developed for commercial and/or community uses.

FORMER LIVING ADVENTURES SITE

This approximate 1.5-acre lake front property was purchased by the Tribe in 2020 and is in the commercial corridor along state Highway 13 with direct access to Lake Superior. It previously served as a base of operations for a private kayak tour business and cabin rentals. A Feasibility Study (conducted in conjunction with the Land Use Study and Master Planning for the Isle Vista site) will determine the business options and potential for this site as part of the overall Master Plan of the entire commercial corridor. Features of this property include a pole barn, a main building and garage, several small cabins, boat launch access to Lake Superior, driveways, culverts, landscaping, and other improvements.

OTHER SITES

There are other properties available in the commercial zone for potential development, depending on land ownership and lease status.

LOOKING FORWARD

The 2021 Red Cliff Economic Diversification Strategy provides an assessment of strengths, opportunities, and aspirations or plans related to economic development.

STRENGTHS

Overarching all strengths is the inherent sovereignty of Red Cliff to enact Economic Development plans and initiatives as a sovereign Nation. Included in that is Red Cliff's taxing ability. Currently Red Cliff collects construction, cigarettes, hospitality, and utility taxes.

- **Infrastructure:** Lakeshore properties, access and marina, Frog Bay Tribal National Park, Legendary Waters Resort and Casino, Red Cliff Community Health Center, Wisconsin Lake Superior national Scenic Byway designation, Business Enterprises (including Buffalo Bay Store, Fish Company, Red Cliff Storage, campgrounds, Red Cliff Farm), recent cell tower upgrade, Red Cliff Community Health Center, proximity to Apostle Island National Lakeshore, Isle Vista site (for commercial development), former Living Adventures site (for commercial development.)
- **Expertise:** Large workforce, young population (compared to surrounding areas), strong interest in arts, traditions, and culture, entrepreneurial interest, access to vocational and collegiate level training opportunities in region, connections to networks and training that already exist across the peninsula (state economic

Economic Development

development teams, Native CDFIs.), Lac Courte Oreilles Ojibwe College – Red Cliff campus.

OPPORTUNITIES

- Developing Tribal business enterprises/encourage entrepreneurial enterprises that capitalize on tourism and visitor industry in region.
- Funding from American Rescue Plan and forthcoming infrastructure bill.
- Expansion and relocation of Buffalo Bay Store
- Development/use of former Living Adventures site
- Upcoming Land Use Study and Master Planning for Isle Vista site and entire commercial zone
- Established and successful partnerships with federal partners, especially Economic Development Association.
- Increased capacity of Red Cliff Business Development Corporation

ECONOMIC DRIVERS

Red Cliff's unique competitive advantages that maximize economic opportunities include:

- Sovereignty and treaty rights
- One of the largest communities in Bayfield County
- One of the largest employers in Bayfield County and major economic driver in region
- Commercial corridor along Highway 13
- Twenty-two miles of shoreline along *Anishinaabewi Gichigami* (Lake Superior)
- Proximity to Apostle Island National Lakeshore
- Connected community, young population.
- Natural resources and access to natural environment
- Regional positioning with access to urban areas
- Proximity to Canada, ability to trade with Canada non-taxed, ability to travel to Canada with Tribal ID.
- Diverse shipping options (international ports)
- Potential for undeveloped commercial properties
- Historic and cultural knowledge; special role pertaining to cultural migratory history of the Chippewa.
- Located on a giant aquifer.
- Connected power generation system (pre-microgrid)
- Federal tax advantages and incentives.
- Rate of people who stay is higher than rate who leave area permanently.

CHALLENGES TO ECONOMIC GROWTH

Challenges: The primary challenge to economic growth and development at Red Cliff is the level of staff and institutional capacity to implement the Economic Diversification Strategy and initiatives. Capacity has increased with the hiring of an Economic Development Recovery Coordinator and hiring of CEO with the Business Development Corp.

Economic Development

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Other challenges of establishing economic development initiatives include:

- Physical distance from markets and commercial transportation hubs
- Lack of opportunity for Tribal members to pursue high paying jobs near Red Cliff
- High rate of unemployment among Tribal members (2018 Tribal Census)
- At same time, high job vacancy rate at Red Cliff administration and other programs
- Distance barrier to some types of workforce training

ECONOMIC SUSTAINABILITY

Red Cliff completed an Economic Diversification Strategy that was adopted by Tribal Council in July 2021. The Diversification Strategy provides a plan of action for economic diversification, resiliency, and sustainability for the Tribe. It was developed to connect local assets to the regional economy to recover and grow a thriving and sustaining economy for Red Cliff. The strategy identifies seven diversification priorities and projects to focus on in the near term as well as projects that stretch out three-plus years. The project was funded with support from the U.S. Economic Development Administration's Economic Recovery Advancement, and Development Project grant.



Figure 6 Photograph of Legendary Waters Marina by Phoebe Hyde

Economic Development

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18 INTERGOVERNMENTAL RELATIONS

Overview

Intergovernmental communication, coordination and cooperation can make a significant difference in the implementation and administration of a comprehensive plan. Intergovernmental cooperation can be developed over time. This section explores the current partnerships that are exemplified within Red Cliff and between other municipalities and agencies.

CURRENT CONDITIONS

EXTERNAL PARTNERS

County-Tribal Relations Committee

The Red Cliff Tribe and Bayfield County have a historic, cooperative working relationship. The County-Tribal Relations Committee meets a minimum of four times per year and consists of two Red Cliff Tribal representatives and two Bayfield County Board representatives.

Great Lakes Inter-Tribal Council, Inc. (GLITC)

Represents federally recognized tribes in Wisconsin and Upper Michigan. Acts in an advisory capacity to member tribes. Assists member tribes in a delivery system of services and programs.

Great Lake Indian Fish & Wildlife Commission (GLIFWC)

Represents 11 Ojibwe tribes in Wisconsin, Minnesota, and Michigan who reserved hunting, fishing, and gathering rights in the 1837, 1842, and 1854 Treaties. Provides natural resource management expertise, conservation enforcement, legal policy analysis and public information services in the support of the exercise of treaty rights

Midwest Alliance of Sovereign Tribes

The Midwest Alliance of Sovereign Tribes, (MAST), founded in 1996, represents the 35 sovereign tribal nations of Minnesota, Wisconsin, Iowa, and Michigan. Altogether, MAST represents nearly **134,000 American Indian people**.

WI Department of Administration

Government to Government relationship with the Wisconsin Governor's office and departments.

Federal Partners

Red Cliff maintains Government to Government relationships with all U.S. Departments.

Intergovernmental relations

INTERNAL PARTNERS

Red Cliff Tribal Council

- Establishes policies and legislation.
- Responsible for fiscal approval authority for designated expenditures relative to hazard mitigation
- Creates and appoints advisory committees and boards.
- Authorizes the development and approval of the Tribal Hazard Mitigation Plan
- Authorized Official of the Tribe in government-to-government relationships
- Communicates with state and federal agencies on issues related to hazard mitigation and emergency response.

Red Cliff Legal Department

- Represents and advises the Tribal Council in legal matters.
- Drafts contracts, agreements and other legal documents pertaining to the Tribe.
- Maintains mutual aid agreements.
- Drafts legal codes.
- Prosecutes violations of tribal codes and ordinances
- Oversees of the project application and compliance (PAC Review Board)
- Tribal land management and floodplain management

Red Cliff Planning Department

- Provides expertise and services in comprehensive strategic planning efforts, project development and transportation infrastructure and services.
- Provides program development and grant writing support to maintain and develop culturally sensitive services for Tribal Members based upon community needs.
- Maintains Red Cliff's GIS resources.

Red Cliff Tribal Historic Preservation Office (THPO)

- Monitors and coordinates compliance with both federal and tribal laws to ensure the protection and preservation of Red Cliff's historic and cultural properties.
- Gathers and maintains information on Red Cliff history and significant properties, designs program information to enhance the significant historic, cultural and archaeological identity of the Anishinaabe people, and provides educational events for the community and surrounding region.
- Under the National Historic Preservation Act, Section 106, the THPO is responsible for the protection and management of archaeological, historical and cultural resources.

Intergovernmental relations

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Red Cliff Chippewa Housing Authority

- Provides clean, safe, adequate, and affordable housing.
- Offers rental and homeownership programs.

Red Cliff Early Childhood Center (ECC)

- Recognized emergency response facility on the Reservation.
- Early childhood education and childcare for children ages 0-5.

Red Cliff Health Services Division

- Red Cliff Community Health Center offers medical, dental, pharmaceutical, behavioral and community health services to the Tribal Community and the Wisconsin South Shore Region.
- Red Cliff Community Health Center is recognized as an emergency response facility on the Reservation.
- Emergency Medical Service (EMS), available 24 hours a day, 7 days a week for area hospital transport, basic life support assistance in emergency situations, advanced life support (paramedic) intercept, and life flight.
- Responds and coordinates with Bayfield County Emergency Management and the American Red Cross during emergency events.

Red Cliff Family & Human Services Division

- Provides life-enhancing programs to help with food and nutrition, childcare, family wellness, elder assistance, youth development, and more.
- Provides services that can assist in meeting basic needs such as food, finances, heat, transportation, and shelter.

Red Cliff Treaty Natural Resources Division

- Responsible for the oversight and stewardship of the natural resources within the boundary of and within the ceded territory of the Red Cliff Band. The Tribe operates a transfer station, fish hatchery, conservation enforcement program, water resources program, air quality program and other natural resource stewardship efforts are ongoing.
- Red Cliff Conservation Wardens serve to protect and enhance the fish, wildlife, and wild land resources of the Tribe for continued use by the generations of today and tomorrow through enforcement, education, and prevention.
- Red Cliff Fisheries Department guides the management and restoration decisions for the commercial subsistence fishery in the 1842 ceded waters of Lake Superior
- Red Cliff Tribal Fish Hatchery provides a comprehensive fish hatchery program for on and off reservation stocking in Wisconsin inland waters and Lake Superior.

Intergovernmental relations

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- Natural Resources Department oversees programs that focus on utilizing and preserving the land, including Forestry and Wildlife, Mino Bimaadiziiwin Gitigaanin, the Summer Youth Intern Program, and Frog Bay Tribal National Park
- Red Cliff Environmental Department oversees the Water Resource Program, Air Quality, Red Cliff Transfer Station, and Lake Superior Lakewide Action and Management Plan. Implements Chapter 11 of the Red Cliff Code of Laws: Logging, Burning, Woodcutting, and Harvesting; Chapter 12: Pollution and Environmental Protection; and Chapter 38: Recycling, and operation of the Recycling-Transfer Station.

Red Cliff Public Works

Red Cliff has one sanitary district where it provides utilities to its residents. The district is located just north of the intersection of Blueberry Road and HWY 13 where sanitary sewer service is provided to the majority of private and HUD-housing residents within Red Cliff, including approximately seven businesses. The sanitary district service boundary extends about 300 ft south of the Red Cliff southern boundary and continues north to Aiken Road. Other examples of intergovernmental cooperation include:

- Indian Health Services partner with Public Works regarding repair and maintenance of water and sewer system.
- Provides a variety of services that maintain the infrastructure of the Red Cliff Reservation
- Manages and maintains the utility systems of the Red Cliff Reservation, including water, sewage, emergency response, and plumbing.
- Provides safe and sufficient drinking water and water for fire protection.
- Tree maintenance and removal in public areas
- Survey and design of utility construction projects
- Coordinates with the Red Cliff Planning Department on future planning of building and infrastructure projects

Red Cliff Protective Services

- Red Cliff Police Department serves and protects the Red Cliff Reservation by enforcing the Red Cliff Code of Laws, providing motor vehicle registration services, victim specialist services, and working in conjunction with Bayfield County.
- Red Cliff Fire Department is a volunteer fire department available 24 hours a day, 7 days a week for structural and wildland fire suppression and search and rescue emergencies.
- Red Cliff Fire Hall is an Incident Command Center
- Aid in disaster response/recovery
- Provides emergency response mutual aid to surrounding jurisdictions.

Intergovernmental relations

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School District

The School District of Bayfield serves four municipalities in far northern Wisconsin: Town of Bayfield, City of Bayfield, Town of LaPointe and Town of Russell (including the Red Cliff Reservation). For the school year of 2022 – 2023, there are approximately 450 students in K4 through grade 12 with 83% of those students being Red Cliff members. With such a large percentage of native children in the school, a close and transparent relationship with the district is essential. There are two elected representatives on the School District of Bayfield's Board of Education. The two organizations maintain a Memorandum of Understanding and meet on a set schedule.

Red Cliff Emergency Management Efforts

Red Cliff is in the process of developing its first Pre-Disaster Hazard Mitigation Plan. Until completed, Red Cliff participates in the Bayfield County Hazard Mitigation Plan. They have prepared this Tribal Hazard Mitigation Plan (THMP) in order to evaluate the impacts of natural and technological (human-caused) hazards and to protect people, tribal lands and cultural assets. This plan demonstrates the Tribe's ongoing commitment to reduce risk and improve resiliency to natural hazard events. This plan serves as a guide to decision makers to direct hazard mitigation programs, activities, and resources. This plan was also developed to make the Tribe eligible for certain federal pre-disaster mitigation assistance grant funding through the Federal Emergency Management Agency. Red Cliff has representation on the Bayfield County Local Emergency Planning Committee (LEPC).

LOOKING FORWARD

Collaborative Efforts

There are goals that require collaboration between Red Cliff and neighboring communities and other agencies to move forward successfully as demands and priorities change. The following is a non-exhaustive list of essential issues that will cross municipal boundaries and may require MOUs or agreements in the future to assure cooperative plans of action between regional agencies and organizations:

- Watershed Protection
- Stormwater Management
- Farmland Preservation
- Multi-modal Transportation Planning
- Natural Resource Protection
- Hazard Mitigation Planning
- Health and Wellness including drug and alcohol challenges
- Education needs
- Law Enforcement and Judicial cooperation

Intergovernmental relations

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19 DIVISION GOALS AND OBJECTIVES

The following documents outline details of the planning work in each of the major focus areas presented in this Comprehensive Plan. While the plans are divided by divisions or programs, they have overlapping priorities. Each program area has several strategies and objectives to support those goals. The plans of action will be altered as priorities change and opportunities present themselves.

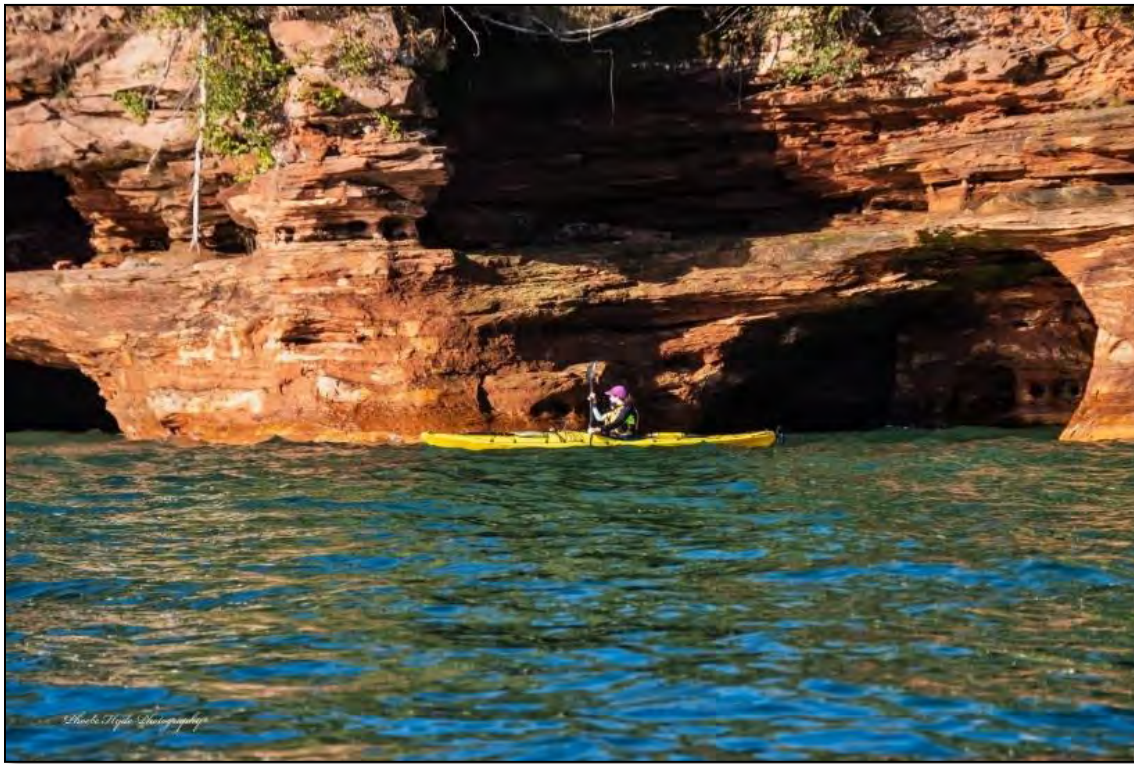


Figure 7 Photograph of Red Cliff shore line and kayaker by Phoebe Hyde, Red Cliff Tribal Member

Division Goals and Objectives

Red Cliff Band of Lake Superior Chippewa Comprehensive Plan 2023

**HOUSING
Goals and Objectives**

Goal	Objective	Action Strategy Statement	Priority	Status	Implementor(s)		Estimated Timeframe			Metric (% / total # of an action completed)	Implementation-Related Costs (\$\$)/Other Cost-Related Variables?
					Lead	Partners (Internal & External)	0-5 Years	5-10 Years	10+ Years		
1. Promote the preservation and rehabilitation of existing housing stock and residential lands to provide the community with safe, accessible living options.	1.1. Residential lease sites are available and in "build-ready" condition.	Utilize the Tribal Land Use plan/map to do residential lease site development.	High	Future	Housing Authority; Planning	Public Works Roads Dept. Information Technology Land Dept. PAC		X		22 new sites done by 2021-22. What is 5-10 year metric?	Funding for site development. Cleanup of current lease sites that are otherwise build-ready.
	1.2. Existing residential units (rental) are kept maintained and in good repair.	Increase capacity in Maintenance Dept. and/or contract labor to keep pace with demand.	High	Underway	Housing Authority; RCCHA Maintenance Dept.		X			On average about 100-125 incomplete work orders per month.	Funding for increased staffing, contractual and maintenance materials.
	1.3. Modernize outdated rental units.	Develop projects & seek grant funding to modernize units.	High	Underway	Housing Authority Admin and Maintenance	Planning Tribal Programs		X		21 units that have not been modernized at all since initial construction.	Funding for modernization - materials and for contractors and/or increased staffing.
2. Neighborhood development prioritizes pedestrian accessibility and environmental protection.	2.1. Increase walkability of neighborhoods.	Coordinate housing project development with applicable Tribal Departments.	Low	Future	Transportation	Housing Authority PAC		X		0%	Design & construction cost; cost for a project manager (either staff or contracted).
	2.2. Promote access to outdoor spaces through parks and community-centered amenities.	Incorporate design standards that require outdoor spaces in new and current development.	Low	Future	Planning Dept. Housing Authority	Public Works Facility Management TNR PAC		X		0%	Design & construction cost; cost for a project manager (either staff or contracted). No Parks and Recreation designation of any staff or department.
	2.3. Encourage green development by preserving open space and minimizing environmental impacts.	Consider during land use planning and site selection.	Low	Future	Planning Dept. Housing Authority	Public Works Facility Management TNR PAC		X		0%	Design & construction cost; cost for a project manager (either staff or contracted).
	3.1. Continue implementing a housing assessment survey at intervals of every five years to forecast current and future demands.	Coordinate housing needs assessment to coincide with Tribal Census or other larger data collection efforts.	Low	Future	Planning Dept. Housing Authority	Tribal Programs		X		100% done for now. Do again in 2025.	Consultant cost \$100,000 approximately in 2018.

**HOUSING
Goals and Objectives**

3. Increase the housing inventory/stock to provide a range of options for the anticipated needs of the community.	3.2.	Plan for development of alternative types of housing (assisted living, sober living, transitional, emergency, etc.) and resources.	Use existing resources to acquire facility design and have them shelf ready. Collaborate with applicable Tribal Depts.	Medium	Future	Housing Authority; Planning Dept.	Family-Human Services Health Services				X		Need to development plan & timeline. 1 (elderly) completed	Design, construction & operations cost. Funds for a Project Manager.
	3.3.	Promote home ownership.	Identify resources to assist in making homebuying & home ownership affordable. Educate & offer opportunities. Provide client support. Identify rental candidates who are ready for homeownership making a natural process of opening up rental units and feeding homebuyer programs.	Medium	Underway	Housing Authority; Homebuyer-Homeowner Program	Tribal Leadership Housing Board Tribal Programs Lenders				X		On-going & doing; 10 new in 2021-22 & 3 rehab projects.	Funding to support programs.
4. Expand housing assistance programs and utilize a wrap around supportive services framework to best meet the needs of individuals; with a goal of zero evictions.	4.1.	Utilize an inter-disciplinary case management team (RCCHA + FHS + HS + others and the Housing Stability Court).	Ensure active participation and continuation of this team.	High	Underway	Housing Authority; RCCHA Occupancy Dept.	Health Services Family Human Services Planning Court				X		20%	Elements to have a shared case management system and support for collaboration (meeting room costs and/or technology). Funds for a Resource Coordinator.
	4.2.	Support elder housing options through assisted living and stay-at-home services.	Assist with planning options for facilities. Ensure participation in wrap-around service team that assists elders.	High	Future	Health and FHS Divisions	Planning, RCCHA				X		0%	Design, construction & operations cost. Funds for a Project Manager.
	4.3	Update the Tribal Code and operating policies to the supportive services framework.	Update the Tribal Housing Code and the Eligibility, Admissions & Occupancy policies.	Medium	Underway	Housing Authority	Legal Department				X		40%	Consultant cost
5. Increase positive tenant experiences, involvement, and education about housing options.	5.1.	Implement educational opportunities for all housing services offered. Example topics: Site selection, financing, permitting, home efficiency, general homeownership, alternative housing options, etc.	Hold annual home fair and smaller group topic-specific informational/educational sessions intermittently for tenants/residents.	Medium	Underway	Housing Authority; Homebuyer-Homeowner Program	Lenders & financial education partners				X		On-going & doi	Participation incentives cost. Event support costs (meeting room, food, etc.) and/or technology.

**HOUSING
Goals and Objectives**

	5.2.	Promote an active and engaged Tenant-Resident Association (TRA) that acts as the liaison between tribal services and the tenant community.	Develop a structure for the TRA and hold regular meetings. TRA rep(s) have a standing place on the monthly housing board meeting agenda.	High	Underway	Housing Authority; Occupancy Dept.	Housing Board	X			5%	Stipend cost
6. Red Cliff has properly maintained and sufficient infrastructure in place to serve the housing needs of the Tribe.	6.1.	Encourage green initiatives for residential units that promote the use of renewable energy and energy efficiencies/conservation.	Consider in design for new & existing units to the most practical & economical extent as possible.	Low	Underway	Housing Authority; Maintenance Dept.	Tribal Planning	X			20%	Front end development costs.
	6.2.	Coordinate development projects with utility providers to effectively plan for future residential growth. (road, internet, cellular, water, sewer, electric)	Follow a methodical pre-development process that includes this collaboration.	Low	Underway	Housing Authority; Planning Dept.	Tribal Planning Utility Providers	X		Ongoing & doing		
7. Achieve organizational sustainability while still maintaining affordability.	7.1.	Diversify and expand revenue streams.	Seek and capture alternative revenue opportunities including non-HUD financing and fair market rent options. Conduct rent schedule assessments no less than every 3 years.	High	Future	Housing Authority; Planning Dept.	External funding sources (grant agencies)		X	We do this; LIHTC projects are non-HUD. We seek other external grants.		Funding for a grant writer. Rent capped right now by policy at \$400 per unit per month, but inflation and other things require review. Utility allowances and other subsidies are reviewed annually.
	7.2.	Implement a standing rental assistance program and identify a funding source.	Identify potential resources & develop a program.	Medium	Future	Housing Authority; Occupancy Dept.	Tribal Administration		X		0%	Need discretionary \$\$\$ to start up.
	7.3.	Review other aspects of HUD funding formula (besides Census Data, such as Total Development Costs) to ascertain if any additional funding could be acquired through the annual IHBG grant.	Review HUD formula funding challenge items with current organizational situation in conjunction with conducting housing needs assessment surveys or Tribal Census'.	Low	Future	Housing Authority; Planning Dept.	Tribal Planning	X		100% done for now. Review for further actions again at/after the next Housing Needs Assessment (2025).		Funds for contractor to assist in conducting the data needs collection, analysis & reporting.

**Cultural Resources
Goals and Objectives**

Goal	Objective	Action Strategy Statement	Priority	Status	Implementor(s)		Estimated Timeframe			Metric (% / total # of an Task completed)	Implementation-Related Resources/Other Cost-Related Variables?
					Lead	Partners (Internal & External)	0-5 Years	5-10 Years	10+ Years		
1. Increase opportunities for community access to cultural teachings & education.	1.1. Improve community engagement opportunities to ensure all voices are heard.	Conduct at minimum two community forums per year.		Future	THPO Education	Planning	X	X	X	Participant Counts	2023 Tribal Census Education Partners (LCO, Bayfield School)
	1.2. Protect and expand membership-only spaces throughout the reservation.	Identify what the spaces are. (i.e., condition, need, purpose)		Underway	THPO TNR Planning Council	All Dept.	X			Acres Condition Usage	Acquisition Preservation Zoned
2. Foster/encourage sense of identity through preservation and protection of tradition, culture, and language.	2.1. Continue to implement the 5-Year Red Cliff Language Plan.	Collaborative efforts between Red Cliff, educational institutions, and other entities who would support implementation of the language plan.		Underway	THPO Council ECC Education	TNR Admin. Planning Bayfield School	X	X	X	Census Q's Grant deliverables Edu. Assessments	Cost for every 5 year census. ANA & Other grants
3. Repatriate and protect cultural places, resources, and objects for the benefit of the membership.	3.1. Fulfill National Historical Preservation Act Section 106 (NHPA) duties.	Build THPO department capacity through development of a comprehensive database of land assessments to catalog Section 106 review information for long term viability and justification for future funding.	High	Underway	THPO Legal Council	Planning Land Surveyor (Private or In-House?)	X			Asset Manage.	Legal conditions Training costs
	3.2. Maintain collaboration efforts with other Tribes, institutions, and jurisdictions to repatriate lands and traditional cultural properties (TCPs), including NAGPRA, and to protect tribal sovereignty.	Maintain involvement on WI Inter-Tribal Repatriation Committee (WITRC)		Underway	THPO Admin.?	Legal Planning TNR Consultants (Archeologists)	X	X	X	Acres Inventory of culturally significant items (Catalogued)	Museum

**Cultural Resources
Goals and Objectives**

3.3.	Future development activities on tribal lands are analyzed for potential effects to TCPs.	Maintain THPO representation on the Project Application and Compliance (PAC) Review Board.		Underway	THPO PAC Members	Project Lead Court	X	X	X	Asset Management	Cost of database
3.4	Facilitate membership involvement in repatriation and protection efforts.	Engage in community dialogue through the Cultural Committee, Elderly Advisory Committee, and Cemetery Committee.		Underway	THPO Education FHS	Admin. All Dept. Committee Members	X	X	X	Participation Rate and their deliverables	Value of participation

**Transportation
Goals and Objectives**

Goal	Objective	Action Strategy Statement	Priority	Status	Implementor(s)		Estimated Timeframe			Metric (% / total # of an action completed)	Implementation-Related Costs (\$\$)/Other Cost-Related Variables?	
					Lead	Partners (Internal, External)	0-5 Years	5-10 Years	10+ Years			
1. Create an organizational structure (division) for all tribal transportation services that maximizes efficiency of staff and operations.	1.1.	Organize existing Road Maintenance and Transit services into separate independent departments.	Create and hire Road Maintenance and Transit Department Manager positions	Medium	Future	Transportation	Human Resources, Planning, Accounting, Administration	X			0%	Staff time (\$150,000 annual wages and fringe)
	1.2.	Create motor pool department responsible for maintenance and storage of all Tribal vehicles.	Create and hire Motor Pool Department Manger/Mechanic position	Medium	Future	Transportation	All Tribal Departments that own and operate vehicles and equipment		X		0%	Staff time (\$75,000 annual wages and fringe)
	1.3.	Create construction department for projects above routine maintenance	Create and hire Construction Department Manger position/create Policies, and Procedures	Low	Future	Business Develop Corp. Facility Maintenance Transportation	Human Resources, Education, Planning, Accounting, Administration	X	X		0%	
	1.4.	Create specialized and yellow bus transportation departments.	Integrate elderly transportation and Early Childhood Center bus into Transportation Division and create yellow bus equipment for transport of Red Cliff Youth to Bayfield Public school and beyond	Medium	Future	Transportation	Human Resources, Planning, Accounting, Administration, Family and Human Services, Early Childhood Center		X		0%	Electric school buses are expensive but these 2 ideas could make getting them easier - nj.com https://www.blue-bird.com/buses/electric-school-buses
	1.5.	Create Tribal equipment and vehicle policies to insure accountability and asset longevity.	Research existing regulation and policies and create working group to draft a document. Utilize asset management software in line with policies.	High	Future	Transportation P&P	All Tribal Departments that own and operate Federal, State and Tribal vehicles and equipment	X			0%	Staff time (\$25,000 annual wages, fringe)
	1.6.	Assess organizational workforce capacity and address weaknesses and gaps through recruitment, training, and education.	Compare goals and objective with current staff and annual performance reviews to identify gaps and weaknesses. Utilize NeoGov software.	High	Underway	Transportation	Human Resources, Planning, Accounting, Administration, Education	X	X	X	5%	Staff time (\$25,000 annual wages, fringe and training)
2. Ensure transportation service levels continue to meet current demands, as well as strategically prepare for	2.1.	Increase baseline BIA TPA and FTA TTP funding for road maintenance and transit.	Review past agreements to justify an increase in baseline funding	High	Underway	Transportation	Accounting	X			50%	Staff time (\$2,500 annual wages and fringe)
	2.2.	Allocate additional BIA TTP funding to maintain current service levels.	Analyze transit demand and road maintenance work plans to determine costs to achieve sustainable and meaningful services.	High	Future	Transportation	Accounting, Tribal Council, BIA	X			0%	Staff time (\$2,500 annual wages and fringe)

**Transportation
Goals and Objectives**

future needs of the community.	2.3	Annually reassess and set rates for billable services (i.e., driveway plowing, vehicle maintenance)	Research and analyze cost for services.	Medium	Future	Transportation Facility Maintenance	Accounting, Tribal Council Housing Authority Outside partners (contractors, Town of Russell)	X				0%	Staff time (\$25,000 annual wages, fringe and training)
3. Increase the longevity of the existing transportation network through a planned, regulatory approach.	3.1.	Develop a Transportation Chapter in the Red Cliff Code of Laws (RCCL).	Establish working group to research and complete.	Medium	Future	Transportation	Tribal Community, Tribal Council, Legal Department	X				0%	Staff time (\$5,000 annual wages and fringe) Stipends for working group members who are not employees.
	3.2	Identify practices that have a negative impact on transportation services (i.e., winter parking, plow snow into roadways, residential development within the ROW).	List all activities past and present that have created unsafe or destructive conditions to transportation facilities.	High	Future	Transportation	Tribal Community, Tribal Council, Legal Department	X				0%	Staff time (\$5,000 annual wages and fringe)
4. Establish a surface transportation network capital project schedule.	4.1	Establish a baseline TTP annual allocation dedicated to capital improvement	Analyze cost to construct data trends and establish a per mile per year construction schedule based on available TTP allocation	High	underway	Transportation	Tribal Council, Legal Department, BIA	X				0%	Staff time (\$5,000 annual wages and fringe)
	4.2	Identify a comprehensive list of Tribal priorities related to surfacing, re-surfacing and new construction from the National Tribal Transportation Facilities Inventory based on community input.	Gather community input on transportation needs via surveys, public meetings, and written comments	High	Underway	Transportation	Tribal Community, Tribal Council	X				0%	Staff time (\$5,000 annual wages and fringe)
	4.3	Compile annual Tribal Transportation Improvement Program (TTIP) based on available funding.	Review prior year TTIP submission and current community input	High	Annually	Transportation	BIA	X	X	X		5%	Staff time (\$2,500 annual wages and fringe)
	4.4	Perform construction/Re-construction of predetermined miles of paved roads annually based on cost to construct and annual TTP allocation.	From established priorities, advertise for bids and prepare contracts for services	Medium	Future	Transportation	Tribal Council, Legal Department, BIA	X	X			0%	Staff time (\$250,000 - \$750,000 annual wages, fringe), and contractual costs
5. Establish special capital projects utilizing additional transportation funding sources.	5.1.	Compile a comprehensive list of all Federal, State, and local funding sources to help further the goals and objective of the Red Cliff Transportation system.	Review all transportation related federal, state and local programs for possible funding opportunities	High	Underway	Transportation	BIA, HUD, RD, Wis DOT, U.S. DOT	X				5%	Staff time (\$2,500 annual wages and fringe)
	5.2.	Apply for Federal funding (i.e., BIA Safety, FTA Facilities and HUD ICDBG) to enhance transportation facilities.	Monitor NOFA releases, prepare needs assessment, narrative, etc..	High	Future	Transportation	Tribal Council, Legal Department	X	X	X		0%	Staff time (\$5,000 annual wages and fringe)

**Transportation
Goals and Objectives**

	5.3	Construct new residential routes as funding permits.	Utilize successful awards to meet growing population needs	High	Future	Transportation	Tribal Council, Legal Department	X	X	X	0%	Staff time (\$250,000 - \$750,000 annual wages, fringe) and contractual costs
	5.4	Construct new safety measures or features as funding permits.	Utilize successful awards to achieve safety goals	High	Future	Transportation	Tribal Council, Legal Department	X	X	X	0%	\$250,000 - \$750,000 annual wages, fringe and contractual costs
6. Provide a multi-modal (motor and non-motorized) transportation network that addresses the needs of populations.	6.1.	Create a comprehensive transportation map of current and future systems for motorized and non-motorized users	Review priorities established by the Red Cliff Community in public meetings	high	Future	Transportation	Tribal Community, Tribal Council	X			0%	Staff time (\$5,000 annual wages and fringe)
	6.2.	Ensure transportation considerations are included in all land use decisions and planning projects.	Develop language within the transportation code that ties in with Chapter 37 and the Project Application and Compliance (PAC) review process	High	Future	Transportation	Tribal Council, Legal Department	X			0%	Staff time (\$2,500 annual wages and fringe)
7. Increase transportation system safety through educational opportunities.	7.1.	Develop an annual safety campaign to inform and educate community members about safe practices.	Collaborate with community partners and tribal programs to market educational safety materials to the public.	High	Future	Transportation, Environmental Health	Police Department	X	X	X	0%	Staff time (\$5,000 annual wages and fringe)
	7.2.	Identify and utilize funding opportunities to collaborate with other agencies to increase awareness of risk-factors.	Apply for BIA IHSP funding specifically for Tribal Safety Officers to coordinate safety program	High	Future	Transportation, Police Department	Tribal Council, Legal Department	X	X	X	0%	Staff time (\$75,000 annual wages and fringe)
8. Increase the longevity of transportation services.	8.1.	Prepare annual maintenance plan.	Assess transportation inventory and document deficiencies in equipment/facilities and preventative maintenance strategies utilizing Dude Solutions asset management software.	High	Future	Transportation	BIA	X	X	X	0%	Staff time (\$5,000 annual wages and fringe)
	8.2.	Conduct routine and preventative maintenance of transportation equipment to ensure optimal service delivery.	Develop standard operating procedures that define roles within transportation department to ensure follow through on maintenance plan.	High	Future	Transportation		X	X	X	0%	Staff time (\$2,500 annual wages and fringe)
	8.3.	Prepare annual accomplishment reports based on content of annual maintenance plan.	Review transportation maintenance records and reports to generate annual reports utilizing Dude Solutions asset management software.	High	Future	Transportation		X	X	X	0%	Staff time (\$5,000 annual wages and fringe)

**Utilities Community Facilities
Goals and Objectives**

Goal	Objective	Action Strategy Statement	Priority	Status	Implementor(s)		Estimated Timeframe			Metric (% / total # of an action completed)	Implementation-Related Costs (\$\$)/Other Cost-Related Variables?
					Lead	Partners (Internal, External)	0-5 Years	5-10 Years	10+ Years		
1. Provide a well-maintained and environmentally sensitive utility infrastructure.	1.1.	Ensure systems are planned with adequate capacity and minimal disruption to the environment.	High	Underway	Public Works Enviro. Dept.	TNR Planning Transportation IT PAC Board	X	X	X	Participation data	External supports/Contractors
	1.2.	Pursue opportunities for green infrastructure improvements, including energy alternatives consistent with the Tribe's renewable resource goals.	Medium	Future	TNR-Enviro. Public Works Facility Maintenance	Planning IT		X			Build capacity
2. Operate and maintain a utility infrastructure consistent with the Tribe's future growth pattern.	2.1.	Increase internal management capacity by implementing a comprehensive system to examine infrastructure conditions and lifespans.	Medium	Underway	Public Works & FM	IT Planning TNR-Enviro.	X			Asset Manage. % or #	Asset portion could be used by P&P.
	2.1.1.	Utilize the EPA Asset Management/Operational Maintenance tool					X			Staff time/training	
	2.1.2.	Develop a comprehensive GIS database for analysis and reporting purposes that includes obtaining a software host for a GIS Enterprise system.					X			GIS Hosting Costs Staff time/training	
	2.2.	Add a telecommunications utility or merge it into the existing utility format or determine best solution.	Medium	Future	IT BDC Admin.	Contractors			X	Done or not	Contractor cost
3. Public Works maintains solvency while providing cost-effective services		Implement Dude Solutions Smart Gov software for outputs and reports.	Low	Underway	Public Works IT	Planning Admin. BDC	X			Annual reporting of financial status, debt income,	Annual maintenance costs

**Utilities Community Facilities
Goals and Objectives**

across the reservation.	3.1.	Explore local and federal funding opportunities to subsidize service costs.	Assess current billing system for W&S to determine if a better solution exists or if Asset Essentials (part of Dude Solutions) is an option.	High	Future	Public Works IT	Finance Dept. Admin.			X		Results of assessment.	Software/program/hardware costs \$200,000 to replace all existing meters to digital and remote readings (Badger land quote)
	3.2.	Continue with the build-once program for infrastructure/utility installation.	Project Management is coordinated with review, timelines, real time, availability to all, maps through the SmartGov Asset Essentials (part of Dude Solutions).	High	Underway	IT	PAC Planning		X			Cost savings	Project management training Staff time
	3.3.	Identify funding opportunities for utility upgrades and expansion.	Documentation for need must exist and be available.	Medium	Underway	Public Works	Planning		X			Asset Manage.	
4. Ensure that tribal services and facilities will have the capacity to meet the needs of the community now and into the future.	4.1.	Explore long-term funding options to address gaps in facility and service needs at Wastewater Treatment Plant	Execute a short-term strategic plan and long-term comprehensive plan for the W&S Treatment Plant.	Medium	Future	Public Works Admin.	Council Planning Indian Health Services PAC Board	X	X			Plan completed	FEMA funding Rural Development
	4.2.	Develop and implement a facility improvement plan with an annual review process.	Through Dude Solutions, complete Facility Assessment baseline that will allow the FM plan to reflect needs based on report. Cross train and continue professional development of staff--manage with NeoGov.	High	Underway	Facility Maintenance IT Council	Planning Admin.			X		Annual FM Budget Plan Completed Asset Manage. Reports	Staff time
5. Encourage development that promotes efficient and sustainable use of land, that can be linked to existing transportation routes and utilize existing utilities.	5.1.	Promote the use of shared facilities, services, and equipment to provide a higher level of service and reduced costs where applicable.	Break down silos between all stakeholders, work together better, build relationships, build on strengths, and cross train staff.	Medium	Future	Admins. & Directors	TAL HR All employees	X				Internal MOU's or other collaboration efforts. Community	
	5.2.	Increase accessibility to the water tower.	Assess condition, repair, and find funding,	High	Underway	Public Works	IHS, Legal	X				Increased accessibility-completed or not	
	5.3	Implement LEED green design and build approaches to the best of ability on new and existing facilities	Evaluate and educate stakeholders on long-term environmental and efficiency benefits of up-front expenses.	Medium	Future	Project Leads, TNR-Env, PW, FM	Planning	X				Increased facility efficiency	Education, Implementation

**Natural Resources
Goals and Objectives**

Goal	Objective	Action Strategy Statement	Priority	Status	Implementor(s)		Estimated Timeframe			Metric (% / total # of an action completed)	Implementation-Related Costs (\$\$)/Other Cost-Related Variables?	
					Lead	Partners (Internal, External)	0-5 Years	5-10 Years	10+ Years			
1. Provide a comprehensive fish hatchery program capable of providing eggs, fry, or fish for both on and off reservation stocking for rehabilitation, restoration, and supplementation of fish stocks in waters ceded by the Treaty of 1842 for the next seven generations. (Red Cliff Tribal Fish Hatchery)	1.1.	Have an UpToDate hatchery rearing facility	Stay current in advancements in hatchery practices	High	Underway - annually	TNR Fish Hatchery	Planning, Facility Maintenance			X	annual report	Equipment Costs Contractor Costs Travel costs Conference fees
	1.2.	Provide eggs, fry, and fish for stocking to provide ample opportunities for the next seven generations	Stock fish for rehabilitation, restoration, and supplementation of fish stocks	High	Ongoing	TNR Fish Hatchery	TNR Division			X	Annual report	Feed, Electrical, Gas, Supplies, Staff, Maintenance,
	1.3.	Support fisheries needs throughout the tribe and ceded territory	Assist with any fisheries needs within capabilities of hatchery program	Medium	Ongoing	TNR Fish Hatchery	TNR Division			X	Annual report	Travel, Supplies, Staff
2. Reclaim the lands within the original reservation boundaries to fully accommodate the needs of the growing, thriving tribal community. The lands deemed most culturally sensitive, environmentally significant, and most plentiful for subsistence lifestyles will be priorities for acquisition and protection. (Land Repatriation)	2.1.	Evaluate parcels in and near the Red Cliff Reservation	Identify Land Parcels for potential repatriation	High	Ongoing	Planning/TNR	Planning/Legal/Bayfield County Park Service/Private Land Owners			X	Over 800 acres	Land Values/Staff Time
	2.2.	Reduce the risk and long-term impacts of disturbances on repatriated aki.	Request the Zoning Admin and TC that parcels identified as having high conservation and cultural values are zoned preserved	High	Ongoing	Planning/TNR/Legal	Planning/Legal/Bayfield County Park Service/Private Land Owners			X		Land Values/Staff Time

**Natural Resources
Goals and Objectives**

3. Empower Tribal youth to witness and participate firsthand in the history, culture, and traditions that the Red Cliff Band identifies with. (Tribal Youth)	3.1.	Provide opportunities to youth and community members centered around natural resources .	Expose youth and community to opportunities within natural resources	High	Ongoing	TNR Division	ECC, Education THPO, Boys and Girls Club, WI DNR Fish and Wildlife US Park Service			X		
	3.2.	Ensure TEK is passed on to the next seven generations										
4. To have excellent nibi (water) quality to support healthy habitats, a broad diversity of native aquatic life, and the Tribal members who use the nibi resources today, tomorrow, and for seven generations. (Water Resources)	4.1.	Gather and evaluate baseline data to detect changes in water quality and identify restoration needs	Maintain regular surface water monitoring program evaluating chemical, biological, and physical parameters of reservation streams and riparian habitat	High	Ongoing	Environment al/Water Resources	Fisheries/Northland College/Northern Lake Services/UW-Superior/EPA			X	Water Quality Assessment Report	Supplies/Staff Time/Contracting Sample Analysis
	4.2.	Develop a surface water sampling plan outside of baseflow conditions.	Collect data outside baseflow conditions	High	Underway	Environment al/Water Resources	TNR Division/LimnoTech/Other Contractors			X	Annual report	Supplies/Staff Time/Contractor
	4.3.	Establish a wetland monitoring program to identify, describe and delineate wetlands on the reservation.	Conduct wetland monitoring	High	Underway	Environment al/Water Resources	Division/EPA/US Park Service/Other Tribal Wetlands Programs			X	Annual report	Supplies/Staff Time
	4.4.	List and prioritize problem sites (erosion, barriers, invasive species, excessive runoff, and nutrient input, etc.) to address with restoration/remediation activities.	Restore or remediate stream sites based on priority and opportunity	High	Ongoing	Environment al/Water Resources	TNR Division/Landowners/Roads			X	# of miles of stream restored/affected	Supplies/Staff Time/Contractors
	4.5.	Better understand off-reservation, upstream ecology, and land use on downstream impacts.	Coordinate with partners to determine and plan for upstream impacts on streams	High	Ongoing	Environment al/Water Resources	TNR Division/Landowners/US National Park Service/Roads/Planning			X	Completed Watershed Management Plan	Staff Time/Conference Fee's
	4.6.	Increase knowledge of water quality within ceded territories and Lake Superior.	Coordinate and collaborate with partner agencies	Medium	Future/Ongoing	Environment al/Water Resources	Other Tribal Water Programs/GLIFWC /WiDNR/Lake Superior Collaborative			X	# of new partnerships and meetings attended	Staff Time/Conference Fee's

**Natural Resources
Goals and Objectives**

	4.7.	Increase the community's knowledge and understanding of water resources.	Continue to provide and develop new outreach and education programs and materials in collaboration with the community	High	Ongoing	Environmental/Water Resources	TNR Division/EPA/US Park Service			X	New outreach materials and # of events	Staff Time/Outreach Materials
	4.8.	Determine if additional streams and locations should be added to the routine monitoring program.	Conduct assessments of additional sites	Low	Future	Environmental/Water Resources	TNR Division/EPA			X	New sampling sites	Staff Time/Supplies/Contractor
5. Protect and preserve the 1837, 1842 and 1854 ceded territories to allow for the meaningful use of treaty rights by tribal members and the protection of all sacred sites and landscapes for future generations. To ensure that abandoned industrial projects have been properly cleaned up and that any future projects meet the necessary environmental standards to protect all our relations. (Environmental Justice)	5.1.	Consult with community elders and youth to discuss proposed projects and how they may impact nibi and aki.	Visit with elders and youth as projects are proposed near Red Cliff or in parts of Ceded Territory that are of special concern for the community	High	Ongoing	Environmental/Environmental Justice	THPO, TNR, Bayfield School, Boys and Girls Club, Elderly			x	Number of conversations had or events held	Staff Time / Food & Venue Costs
	5.2.	Coordinate closely with the Tribal Historic Preservation Office to ensure that any proposed project or project expansions will not harm culturally significant areas or any sacred landscapes.	Regularly Communicate with THPO	High	Ongoing	Environmental/Environmental Justice	THPO			x	Number of conversations had or frequency of meetings	Staff Time / Standard Workspace Costs
	5.3.	Use all possible avenues to guarantee that sacred landscapes, treaty rights and all of our relations are being protected across Ceded territory.	Monitor the status of proposed activities, decisions, permits and environmental reviews for current, proposed, future and abandoned /"reclaimed" sites, participating in these processes as much as possible and engaging with relevant state and federal regulatory agencies.	High	Ongoing	Environmental/Environmental Justice	TNR, THPO, GLIFWC, other tribes			x	Number of meetings held, documents reviewed, documents commented on, consultations held	Staff Time / Standard Workspace Costs
	5.4.	Visit proposed project sites and speak with beings that live there.	Visit proposed project sites when possible	High	Ongoing	Environmental/Environmental Justice	TNR, THPO, GLIFWC, other tribes, Red Cliff knowledge holders			x	Number of sites visited or gatherings held	Staff Time / Travel Costs / Feast & Ceremony Related Costs
	5.5.	Ensure that baseline data that indicates the wellness of nibi, air, and other beings that live nearby is being collected proactively in areas of potential impact.	Coordinate with GLIFWC and neighboring tribes to ensure baseline data is collected in/around proposed project sites	High	Ongoing	Environmental/Environmental Justice	TNR, GLIFWC, other tribes			x	Number of areas Red Cliff supports baseline sampling	Staff Time / Travel Costs / Sampling Costs
	5.6.	Keep the community and Tribal Council informed of any updates relating to a specific project, site, or relevant legislation.	Provide community and Tribal Council with updates on proposed activities or active projects.	High	Ongoing	Environmental/Environmental Justice	Environmental			x	Number of updates provided on an annual basis	Staff Time / Travel Costs / Feast & Ceremony Related Costs

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	5.7.	Be mindful of the future potential impacts on the landscape based on climate change (e.g., increase in severe storm activity).	Include climate change concerns in all comments or analysis provided	High	Ongoing	Environmental Justice	TNR, THPO, GLIFWC, other tribes			x	Number of documents commented on or analyzed	Staff Time / Standard Workspace Costs
	5.8.	Develop and approve intertribal regulations for ceded territory to develop legally recognized standards and permitting authority.	Long term discussions with GLIFWC staff and GLIFWC affiliated tribes to assert regulatory authority over ceded territory	Medium	Future	Environmental Justice	TNR, THPO, GLIFWC, other tribes, Tribal Leaders, Voigt			x	Number of meetings held, number of draft versions established, finalized document	Staff Time / Travel Costs / Venue & Food Costs
6. Continue the air quality program to include indoor air and ambient/outdoor air monitoring from local, regional, and national sources and provide education to Tribal Members and the Tribal Community which allows for the Members of Miskwaabekong (Red Cliff) Tribe and surrounding community to breathe freely, and to protect the air quality of the Red Cliff Reservation. (Air Quality)	6.1.	Obtain available air monitoring data for the region in cooperation with other Tribes and agencies.	See objective.			Air Quality Program			X			
	6.2.	Continued compilations of pollutants created within Tribal exterior boundaries (i.e., Emissions Inventories).	See objective.		Ongoing	Air Quality Program			X			
	6.3.	Establish a monitoring system for mercury.	See objective.		Future	Air Quality Program			X			
	6.4.	Investigate feasibility of Air Quality Codes in the Red Cliff Code of Laws.	See objective.		Future	Air Quality Program			X			
	6.5.	Continue pursuit to seek the attainment of Class I Air Designation.	See objective.		Ongoing	Air Quality Program			X			
	6.6.	Continue pursuit of Treatment in similar manner As a State (TAS).	See objective.		Ongoing	Air Quality Program			X			
	6.7.	Examine and implement methods of improving air quality through controlling and reducing local sources of pollution.	See objective.		Future	Air Quality Program			X			
	6.8.	Participate in national and international efforts to reduce air emissions and air deposition.	See objective.			Air Quality Program			X			
	6.9.	Educate the community on binding (indoor) and agwajjiing (outdoor) air quality, air toxics, and ways to reduce negative effects on air quality.	See objective.		Ongoing	Air Quality Program			X			

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	6.10.	Advocate for the implementing of alternative energy for cleaner air (i.e., wind and solar).	See objective.			Air Quality Program			X			
	6.11.	Assess extent of issues in housing and other buildings utilizing binding air quality assessments & reports.	See objective.		Ongoing	Air Quality Program			X			
7. Ensure the health and wellbeing of the environment and community members through the planning, placement, protection, and education of outdoor recreational and cultural activities for all ages with little to no impacts on the natural and cultural resources of the Red Cliff Reservation. (Cultural Activities and Outdoor Recreation)	7.1.	Support cultural and language revitalization efforts.	Revitalize traditional relationships and uses.	High	Ongoing	TNR (NR, Farm) / THPO / Education	Bayfield School, APIS			X		Staff time, material costs
	7.2.	Support and maintain outdoor recreation opportunities.	See objective.	High	Ongoing	TNR	APIS, LW, BATs			X		Staff time, material costs, land costs
	7.3.	Protect and restore natural areas and resources utilized for cultural and recreational purposes.	See objective.	High	Ongoing	TNR	Bayfield School, APIS, BATs, LW			X		Staff time, material costs, land costs
8. Wildlife will be protected and enhanced through sustainable stewardship that recognizes their intrinsic role as an ecosystem component, the spiritual and cultural connection to tribal members, and maintains their consumptive and non-consumptive values for current and future generations. (Wildlife Program)	8.1.	Preserve and protect populations of game and furbearer species at sustainable levels.	Maintain diverse wildlife population	High	Ongoing	TNR	WDNR, Universities, APIS, USFS, County			x	no decline in # of species that may be harvested	salary, staff time, equipment, vehicle costs
	8.2.	Preserve and protect populations of culturally important, threatened, or endangered species.	Maintain diverse wildlife population	High	Ongoing	TNR	WDNR, Universities, APIS, USFS, County			x	no loss of species	salary, staff time, equipment, vehicle costs
	8.3.	Preserve and protect populations of non-game wildlife.	Maintain diverse wildlife population	High	Ongoing	TNR	WDNR, Universities, APIS, USFS, County			x	no loss of species	salary, staff time, equipment, vehicle costs
	8.4.	Minimize human/wildlife conflict.	Strive for coexistence with wildlife instead of conflict	Medium	Ongoing	TNR	GLIFWC, WDNR, APIS, THPO		x		# of complaints stable or declining annually	staff time
	8.5.	Improve community understanding and appreciation of Red Cliff's wildlife resources.	Foster appreciation for Red Cliff's wildlife	High	Ongoing	TNR	GLIFWC, THPO	x				staff time
	8.6.	Enhance program capacity.	Develop staff capacity	Medium	Future	TNR			x		increased, # of trainings attended	salary, training costs

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	8.7.	Incorporate climate concerns and resiliency into wildlife program.	Incorporate climate trends as a factor in wildlife management	Medium	Ongoing	TNR	GLIFWC, APIS, MCASC, Universities			x		staff time, training
	8.8.	Minimize impacts of non-native and invasive species on wildlife and habitat.	Prevent encroachment and establishment of non-natives.	Medium	Future	TNR	GLIFWC, APIS			x	# of newly detected species, total # of non-native species	staff time, supplies, equipment
9. Red Cliff forest resources will be sustainably managed to provide a diverse and healthy environment protective of land and water quality that provides shelter and sustenance for wildlife and allows for cultural, subsistence, and economic uses for current and future generations. (Forest Resources Program)	9.1.	Develop a Forest Resources plan that outlines the general management goals and desired future condition of Red Cliff's forests.	Engage community in developing forest management objectives	High	Future	TNR	THPO, BIA, GLIFWC, Consulting Forester, Community	x			Plan/Guidance document approved, committee established	staff time
	9.2.	Improve tribal public awareness and acceptance of forest plan goals and management activities.	Foster better acceptance of active forest management.	High	Future	TNR	THPO, BIA, GLIFWC, Consulting Forester, Community	x			# of complaints received	staff time
	9.3.	Increase benefits received by tribal community from forest management.	Increase tribal use of forests	Medium	Future	TNR	THPO, BIA			x		staff time
	9.4.	Manage entire forest for diversity in both composition and age structure.	Maintain a diverse and healthy forest	Medium	Ongoing	TNR	BIA, County, APIS			x		staff time
	9.5.	Identify and preserve unique and/or culturally sensitive forest types on the reservation for future generations.	Survey Red Cliff forest stands	high	Ongoing	TNR	BIA, Consulting Forester			x		staff time
	9.6.	Enhance and preserve water quality through proper forest management	Incorporate forest management as a means to protect and improve water quality.	High	Ongoing	TNR				x		staff time
	9.7.	Manage forests to support diverse populations of game and non-game wildlife.	Maintain a diverse and healthy forest	Medium	Ongoing	TNR	BIA, County, APIS			x		staff time, training,
	9.8.	Increase involvement in management and oversight of non-tribal forests within reservation boundaries.	Collaborate with non-tribal forest owners (agencies and individuals).	Medium	Ongoing	TNR	BIA			x		staff time
	9.9.	Increase involvement in management and oversight of off-reservation forest resources.	Collaborate with public forest management agencies.	Medium	Ongoing	TNR	BIA			x		staff time
	9.10.	Minimize impacts of non-native plants, wildlife, and diseases on forest resources and associated fauna.	Prevent encroachment and establishment of non-natives.	Medium	Ongoing	TNR	BIA, Consulting Forester, GLIFWC, APIS			x		# of newly detected species, total # of non-native species

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	9.11.	Incorporate climate resiliency in forest planning.	Incorporate climate trends as a factor in forest management planning	Medium	Future	TNR	BIA, GLIFWC, MCASC, APIS				x		staff time, equipment, training costs
	9.12.	Increase self-sufficiency in forest management.	Develop staff capacity	Medium	Future	TNR			x			# of staff increased, # of trainings attended	salary, staff time, equipment, vehicle costs
10. Protect and enhance the fish, wildlife, and wildland resources for continued use for the next seven generations through enforcement, education, and prevention. (Wardens)	10.1.	Commitment to qualified personnel Conservation Officers (COs) to enforce Red Cliff tribal codes relating to natural resources.	See objective.	High	Ongoing	TNR, RCPD	Outside training agencies	x	x	x		Ongoing	Wages, Training, Travel, Equipment
	10.2.	Attend continuing education and training required by the State of Wisconsin's training and standards board to maintain state certification.	See objective.	High	Ongoing	TNR, RCPD	Outside training agencies	x	x	x		Ongoing	Wages, Training, Travel, Equipment
	10.3.	Work collaboratively with local PD on interjurisdictional matters.	See objective.	High	Ongoing	TNR, RCPD	NPS, BCSD	x	x	x		Ongoing	Wages, Training, Equipment
	10.4.	Provide broad opportunity to tribal harvesters to obtain permits and register game in support of treaty-based harvest activities.	See objective.	High	Ongoing	TNR	GLIFWC	x	x	x		Ongoing	Wages
	10.5.	Address public safety issues.	See objective.	High	Ongoing	TNR, RCPD		x	x	x		Ongoing	Patrol Vehicles, Vehicle Maintenance, Fuel
	10.6.	Assist Environmental Department staff to investigate complaints, conduct site inspections and cite violations related to environmental and public health concerns.	See objective.	High	Ongoing	TNR		x	x	x		Ongoing	Wages
	10.7.	Provide accurate harvest data and work with biological staff.	See objective.	High	Ongoing	TNR		x	x	x		Ongoing	Wages
	10.8.	Make informed recommendations on annual harvest quotas.	See objective.	High	Ongoing	TNR		x	x	x		Ongoing	Wages
	10.9.	Patrol refuge boundaries and restricted areas by boat for illegal fishing.	See objective.	High	Ongoing	TNR	WIDNR, BRNR	x	x	x		Ongoing	Wages, Equipment
	10.10.	Perform dockside checks of commercial fishermen.	See objective.	High	Ongoing	TNR		x	x	x		Ongoing	Wages, Vehicles, Vehicle Maintenance

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	10.11.	Inspecting buoys and recording information on effort tags to ensure tribal harvesters are compliant with harvest quotas.	See objective.	High	Ongoing	TNR	WIDNR, BRNR	x	x	x	Ongoing	Wages, Equipment, Vehicles, Maintenance
	10.12.	Perform Coast Guard safety regulation checks outlined in Chapter 45 of the Red Cliff Code of Laws.	See objective.	High	Ongoing	TNR		x	x	x	Ongoing	
	10.13.	Respond to requests for mutual aid assistance in matters related to public safety issues.	See objective.	High	Ongoing	TNR, RCPD	Other public safety agencies	x	x	x	Ongoing	Wages, Equipment, Vehicles
11. Protect, rehabilitate, and restore fishes within the ceded waters and the Red Cliff Reservation to facilitate the sustainable use of fisheries resources for tribal members now and for seven generations. (Fisheries)	11.1.	Protect, rehabilitate, and restore native fishes.	See objective.	High	Ongoing	TNR	Mashkiiziibii Natural Resources, WIDNR, MIDNR, USFWS, USGS, Universities					
	11.2.	Mitigate pollution, remediate polluted sites, and assess contaminant levels in Lake Superior fishes.	See objective.	High	Ongoing	TNR						
	11.3.	Prevent the introduction of new non-native species and monitor and control existing non- native species.	See objective.	High	Ongoing	TNR	GLFC, USFWS					
	11.4.	Maintain existing partnerships and seek new partnerships as necessary.	See objective.	High	Ongoing	TNR						
	11.5.	Commit to formalized commercial fishing agreements.	See objective.	High	Ongoing	TNR	WIDNR, Mashkiiziibii Natural Resources					
	11.6.	Keep the Red Cliff Community informed of activities and engage youth.	See objective.	High	Ongoing	TNR						

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12. Successfully manage all waste materials in the most efficient way possible so as not to negatively affect the environment, while developing waste management systems that will allow for expansion of current waste disposal efforts for the future generations' health and wellbeing and for the protection of the environment. (Waste Management)	12.1.	Accommodate Increased Usage of Transfer Station Services and Equipment	Expand Transfer Station Services to the Community and Operations Capacity	High	Ongoing	Environmental	EPA, Planning, IHS, BIA	x	x	x	Progress reports; increased number of services and equipment; quantities of removed waste types	Wages, contracts, equipment
	12.2	Increase Environmental Compliance and increase of environmental permit issuances.	Continue to Implement Environmental Compliance and Tribal Environmental Permits Procedures	Medium	Ongoing	Environmental, Wardens		x	x	x	Number of inspections, violation notices, citations, court orders; and revised chapters	Wages
	12.3	Increase numbers of assessed and cleaned up sites; increase lease sites available for tribal members	Identify, Characterize, and Cleanup of Dump Sites	High	Ongoing	Environmental, Wardens	Land Office, Planning, EPA, IHS	x	x	x	Number of inspections, violation notices, citations, court orders, and clean up sites	Wages, contract
	12.4	Minimize Impacts of Environmental Incidents.	Partnership Development with Surrounding Waste Facilities and Environmental Response Agencies and Increase Internal Capacity	Medium	Ongoing	Environmental	USCG, EPA, Town of Russell Transfer Station, FEMA	x	x	x	Progress reports; increased compliance with tribal programs and members	Wages, equipment
	12.5	Increase knowledge of proper disposal and recycling procedures with Transfer Station Users	Continued Education of Solid, Hazardous, and Recyclable Materials	High	Ongoing	Environmental	Health Clinic	x	x	x	Attendance at fairs and public events; number of educational materials produced; and number of waste game participants	Wages, equipment, office supplies

**Natural Resources
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13. Support and advance tribal food sovereignty efforts by serving as an important component of an integrated food system, increasing access to local, healthy and culturally appropriate foods, and by increasing sustainability of the farm through diversified means. (Food Sovereignty)	13.1.	Create new food distribution channels and strengthen existing ones.	Increase food production, distribution, and access through relationship building and planning.	High	Ongoing	Mino Bimaadiziwin Farm	Food Distribution, Early Childhood Center, Environmental Department, Bayfield School District, Boys & Girls Club, Red Cliff Community Health Center, Red Cliff Fish Company, Andy's IGA, Peterson's Foods	x	x	x	Volume of produce distributed; relationships built with tribal programs; annual CSA shares; ongoing.	
	13.2	Continue to steward the land, increase food production, and maintain ecosystem health using traditional, holistic and organic practices.	Build soil and ecosystem health to steward the land.	High	Ongoing	Mino Bimaadiziwin Farm	TNR Division, Xerces Society, Red Cliff knowledge holders.	x	x	x	Farm spaces converted to native plantings; new orchard trees; soil health metrics	Travel costs, conference fees, staff time, materials, equipment and supplies
	13.3	Increase the economic sustainability of farm operations through diversified revenue streams while maintaining food access as a high priority.	Balance food access and food sovereignty goals with economic sustainability of farm operations.	High	Ongoing	Mino Bimaadiziwin Farm	Food Distribution, Early Childhood Center, Environmental Department, Bayfield School District, Boys & Girls Club, Red Cliff Community Health Center, Red Cliff Fish Company, Andy's IGA, Peterson's Foods	x	x	x	Distribution of produce, revenue generated, produce donated, number of sliding scale/subsidized CSA shares	Staff time, materials and supplies
	13.4	Continue to ensure community needs are met by strengthening existing connections and continuing collaborations with tribal programs.	Prioritize community and tribal program needs.	High	Ongoing	Mino Bimaadiziwin Farm	TNR Division, Red Cliff Community Health Center, Noojimo'iwewin Center, Environmental Department, Native Connections, Bayfield School District, Early Childhood Center, Education Department, Boys & Girls Club	x	x	x	Youth engagement opportunities, annual Plant Give-Away and other Spring Garden Assistance metrics, workshops and events hosted, number of interdepartmental collaborations.	Staff time, materials and supplies

**Natural Resources
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	13.5	Support and enhance additional tribal food sovereignty initiatives.	Support collaborative initiatives to work towards tribal food sovereignty goals.	High	Ongoing	Mino Bimaadiziwin Farm	Red Cliff Fish Company, Food Distribution, Planning Department, THPO, Education Department, ECC,	x	x	x	Volume of produce distributed to tribal programs, volume of fish waste composted from RCFC, number of community members participating in Lending Programs, number of events and workshops hosted.	Staff time, materials and supplies
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**Economic Development
Goals and Objectives**

Goal	Objective	Action Strategy Statement	Priority	Status	Implementor(s)		Estimated Timeframe			Metric (% / total # of an action completed)	Implementation-Related Costs (\$\$)/Other Cost-Related Variables?
					Lead	(Internal, External)	0-5 Years	5-10 Years	10+ Years		
1. Ensure adequate revenue and sufficient resources to sustain the government and community services through future generations.	1.1	Continue to implement the Red Cliff Economic Diversification Strategy.	High	Underway	Planning Department BDC	Tribal Council	X				Project related - implementation costs Completed in July 2021
	1.2	Develop, implement, and enforce a tribal tax code.	High	Near Future	Tribal Council	BDC, Finance Department, Legal Department, Outside Contractor	X			0	Engage with contractor; implementation costs
	1.3	Implement a process to guide establishment of tribal enterprises.	High	Near Future	Business Development Corp.	Tribal Council, Legal Department, TNR/Fish Company	X			10.00%	Implementation costs
	1.4	Make Red Cliff a destination through combined marketing and outreach efforts about Red Cliff's location, services, and visitor attractions.	High/Medium	Future	Tourism Team Transportation Department	BDC	X			0	Design costs, materials costs

**Economic Development
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2. Encourage entrepreneurship and individual economic opportunities of Red Cliff tribal members.	2.1.	Support the growth and profitability of Red Cliff private businesses by incentivizing development through new and existing Tribal policy.	Conduct work session and/or issue an RFP to explore industry and expansion opportunities for Tribal investments or Tribal enterprises.	Medium	Future	Tribal Council, BDC, Planning Department							None unless RFP issued
	2.2.	Encourage and support entrepreneurs by increasing access to technical assistance and resources.	Develop programming to help guide Tribal members into good paying quality jobs and who also provides resources and connections to job seekers, those just entering the job market, and those looking to transition into different fields. Expand the Tribal scholarship program for Tribal members to enter college or receive vocational or enhanced skills building training.	High/Medium	Future	Education Department Human Resources BDC	Tribal Council, LCO College, Bayfield School						Personnel costs, material costs, fund for scholarships, implementation
3. Increase potential and exposure of Red Cliff's commercial zone.	3.1.	Develop and implement Master Plan for former Isle Vista Casino site and streetscape plan for commercial corridor.	Utilize planning efforts to guide future development priorities and decision-making within the commercial corridor.	High	Underway	Planning Department	BDC, Tribal Council, Land Office, Public Works Department, Transportation Department, TNR/Environmental					25%	Contract costs
	3.2.	Select commercial sites and make "shovel ready" for potential investors or businesses.	Establish a process for highest and best land use planning practices for Tribal lands, and use that process to conduct planning of identified sites. Evaluate infrastructure needs - Tribal infrastructure is comprehensively assessed through the project review and compliance process to ensure infrastructure capacity and lifespan is accounted for in new developments using a database management system.	Medium	Future	Planning Department/Land Office	Tribal Council, THPO, Land Office, Legal, Public Works, TNR/Environmental				X		0

**Economic Development
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4. Develop, supply, and retain a skilled labor force for all tribal jobs.	4.1.	Stay informed/evaluate regularly tribal members' demand and input for employment and skills.		Medium	Future					0	Personnel and capital costs
	4.2.	Create a jobs skills bank for recruitment into jobs for tribal government, trades, and traditional knowledge.		Low	Future					0	Personnel and capital costs
	4.3.	Incentivize post-secondary education for Red Cliff members who return to work for Tribe.		Medium	Future					0	Funds for scholarships
5. Partner with area higher education institutions to create new training and education opportunities for Red Cliff members.	5.1.	Engage in regional employer/training partnerships that address key workforce issues facing the region's industries.	Develop programming to help guide Tribal members into good paying quality jobs and who also provides resources and connections to job seekers, those just entering the job market, and those looking to transition into different fields.	Low	Future					0	Personnel and capital costs
	5.2.	Provide link between regional employment opportunities and Red Cliff tribal members.		Expand the Tribal scholarship program for Tribal members to enter college or receive vocational or enhanced skills building training.	Low					Future	Education Department Human Resources BDC

**Community Health
Goals and Objectives**

Goal	Objective	Action Strategy Statement	Priority	Status	Implementor(s)		Estimated Timeframe			Metric (% / total # of an action completed)	Implementation-Related Costs (\$\$)/Other Cost-Related Variables?
					Lead	Partners (Internal, External)	0-5 Years	5-10 Years	10+ Years		
1. Create a “no wrong door” approach to service delivery across divisions.	1.1. Case management training to all divisions/department.	Continue current training efforts through Behavioral Health Department and expand to Social Work Department.		Underway	Health Services.	FHS--Social Worker (lead)	X				Targeted Case Management
	1.2. Strengthen services across divisions with services facilitation positions.	Build an organization structure to meet all needs: clear understanding of all positions, evaluating need, number of positions, types of services		Underway	Social Worker (lead)	Health Services and FH Administrator	X				
	1.3. Develop universal referral system.	Coordinated system that meets the needs of all tribal departments to better serve clients.	High	Underway (universal release, system options eval.) Future	ECC (LAUNCH)	Health Services and FH Administrator	X				DV & HIPAA Protection Laws, need universal release. Example: WE-CARE at White Earth
	1.4. Develop care Coordination/wrap around philosophy.	Train all staff and community of what the philosophy means.		Underway	Health Services. Family Human Services.	All tribal Social Service providers.	X				Tribal Action Plan
	1.5. Opportunities to better understand services and respect across divisions.	Entry point service training and support. Recognize burnout. Recognize who may have the best relationship with client to Employee relationship building.		Underway	Health Services. Family Human Services.	Human Resources. All tribal Social Service providers.	X				
	1.6. Identify and address service gaps through client and community assessments.	Methods of input: Community Health Improvement Plan (CHIP), Tribal Action Plan (TAP), ECC Self Assessment (SA) Continue Tribal Census every 5 years.		Underway Future-Census	Health Services. Early Childhood Administrator.	Tribal Council. Administration.	X	X			Educate all about services through various Resource Fair-- show all services, Universal screening Funding for on-going community assessment
	1.7. Pursue funding opportunities for partnerships across tribal divisions.	Continue to meet together, share space, funding, personnel and information.		Underway	All tribal Social Service providers. Planning.	Housing Authority. Bayfield School.	X				

**Community Health
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	1.8.	Research data sharing systems (i.e., comprehensive services database).	Determine the expectations, options and demos.		Future	IT	All tribal Social Service providers. Planning.	X					
2. Improve Healthy Living Choices.	2.1.	Expand physical and nutritional educational opportunities.	Encompass all stakeholder groups and safety considerations, indoor options, outdoor options (trails, play grounds, parks), single and group, Provide nutrition education options (canning, demos, Farm expansion for food sovereignty.		Future	Health Services. TNR. Family Human Services.	All Tribal programs. Planning. Bayfield School. Local agencies with common goals.	X					Wellness Center Boys and Girls Club
	2.2.	Implement smoking cessation programming.	Provide options (group, medical treatment). Educate community. Training staff.		Future	Health Services.	GLITEC.						
	3.1.	Find Peer Run/Recovery Housing Funding.	Sustainable funding/MA. Advisory Committee/Planning. Peer Specialist primary provider.			Health Services							
3. Increase Alternative Housing Opportunities.	3.2.	Provide more home-based outpatient options for BH services.	Continue and strengthen (based on provider and client).			Behavioral Health							Satellite offices: New Hope and School
	3.3.	Implement shorter-term housing options (shelter, safe house, tiny homes, community-based residential facility [CBRF])	Feasibility of best options.			RCCHA Administration Health Services	FHS Planning Department						after-care, capacity (structure, leases) Mille Aces model Client barriers considered, non-Hud options,
	4.1.	Improve community image (less adversarial).	Educate stakeholders on the benefits and comprehensive approach.	High		Court							
4. Develop and Strengthen Family Healing to Wellness Court	4.2.	Focus on service needs of families.	Higher frequency of monitoring and milestones.	High		Court							
	4.3.	Develop an implementation plan for needed resources (staff, funding, policies).	Expand to include adult diversion needs.	Medium	Underway	Court	Bayfield County	X					
	5.1.	Expand technical training opportunities.	Partner with School District to create pathways to careers.			Education Department	HR Divisions						
5. Improve Program Capacity	5.2.	Provide opportunities for workforce development/education.	Training for current employees.			HR Divisions	Administration						
	5.3.	Support staff wellness and burnout prevention.	Retention benefits. Employee input/surveys. Trainings.			HR							Evaluate turnover data

**Community Health
Goals and Objectives**

	5.4.	Increase opportunities for Tribal internships and students.	Summer youth opportunities Engage partners - AHEC, Bayfield School			HR Education Department	Bayfield School AHEC						
6. Expand Preventative Services	6.1.	Resources available based on season to community to provide healthy recreation, while it's nice to be program supported, programs come and go.	Develop no cost self directed recreation i.e. walking trails Sports groups outside school setting			TNR Roads Department Planning	Health Services	X					
	6.2.	Cultural activities open to community to reinforce those seasonal practices, again potentially starting programmatically but becoming more community/family oriented.				THPO							
	7. Increase Sense of Community	7.1.	Maintain no-wrong door approach.	Ongoing community - client input to address gaps Educate community			Health Services FHS						
	7.2.	Develop mentoring or volunteer opportunities.	Assess systems for potential areas - foster grandparents			FHS							
	7.3.	Create more safe and sober events for youth and families.				Health Services							
	7.4.	Develop inter-generational activities and programming.				FHS	Divisions						
8. Develop Integrated Services Across the Lifespan	8.1.	Develop integrated home visiting across the lifespan.	Four Hills of Life to identify home visiting structure			Health	Family Services						
	8.2.	Integrate Elder Program across divisional structure.	Underway with CDC Elder Program grant			Health	Family Services						
	8.3.	Develop traditional healing/medicine infrastructure.	Review past work done by task force			Health, THPO, Family Services							
	8.4.	Develop Pre-natal care program.	Develop strategic plan, policies, staffing patterns			Health	Working w/Essential pre-covid						

**Intergovernmental Cooperation
Goals and Objectives**

Goal	Objective	Action Strategy Statement	Priority	Status	Implementor(s)		Estimated Timeframe			Metric (% / total # of an action completed)	Implementation-Related Costs (\$\$)/Other Cost-Related Variables?	
					Lead	Partners (Internal, External)	0-5 Years	5-10 Years	10+ Years			
1. Operate as a strong and strategic Tribal Sovereign Nation.	1.1.	Make advancements to tribal constitution.	Empower and engage membership to participate in giving input into improvements.	High	Underway	Tribal Council Constitution Committee	Membership Election Committee	X				Membership outreach?
	1.2.	Preserve and maintain Tribal language, culture, and identity.	Implement Five Year Comprehensive Language and Culture Plan.	High	Underway	THPO	Membership Divisions School District of Bayfield LCO College Bad River Education Department	X			Grant Objectives	See Cultural Resources 2.1
	1.3.	Strengthen tribal operations.	Evaluate organizational capacity needs and adjust where needed.	High	Future	Tribal Council	Administration Divisions	X				Assessment Costs?
	1.4.	Ensure Governing Body is supported with the tools they need.	Provide orientation and transition of newly elected members, continue quarterly retreats, and provide training as needed.	High	Underway	Tribal Council	Executive Secretary Tribal Administration Liaison	X				Training Development (staff time)
	1.5.	Build fiscal stability and prosperity including compliance/ internal audit functions.	Explore businesses, taxes and other revenue-generating opportunities.	High	Underway	BDC	Tribal Council Administration Lenders/Investors Business Partners		X			
	1.6.	Build educational capacity of tribal and community members and employees.	Develop programming to engage youth and those seeking education/training options.	High	Underway	Education Department	School District of Bayfield LCO College Northland Technical College Northland College UWS, UMD?	X	X			
	1.7.	Operate a high-functioning and comprehensive tribal justice system.	Complete BIA Court Assessment every five years and implement improvement recommendations.	High	On-going (completed 2017)	Tribal Court Legal Department	Tribal Council Administration BIA	X				Assessment Costs. Staff time
	1.8.	Utilize input from tribal committees and other community representatives.	Conduct Tribal Census every five years.	High	On-going (completed 2018)	Planning Department	Divisions	X				External Consulting Costs

**Intergovernmental Cooperation
Goals and Objectives**

2. Have, maintain and build government-to-government relationships.	2.1.	Involve other jurisdictions to reach agreements or identify opportunities for exploring solutions, coordinating policy, programs, and plans, and work collectively toward common goals. Examples: Tribal-County Relations committee, Chippewa Federation, GLITC, GLIFWC/Voight Task, MAST, Governor's Councils	Maintain and expand opportunities for regular and consistent communication. More full time Council positions?	High	On-going	Tribal Council Administration	Divisions		X			
	2.2.	Coordinate local Emergency Services (PD, EMS, Fire, Coast Guard, Park Service)	Ensure tribal representation with the county emergency response coordination efforts.	High	On-going	Protective Services Health Services Administration	Bayfield County Staff Local Coast Guard Captain Park Service Superintendent	X	X	X		
3. Have strong relationships with non-governmental partners.	3.1.	Protect and preserve natural and cultural beings.	Engage with groups who have common goals and interest.	High	On-going	Tribal Council	Membership	X	X	X		Funding agency regulations.
	3.2.	Provide adequate infrastructure (IT, roads, energy, water and sewer) for community.	Ensure the Tribe has representatives to build and maintain relationships with service providers.	High	On-going	Legal Department	Division/Department Admins Utility Providers	X	X	X		
4. Have strong relationships with educational partners.	4.1.	School District of Bayfield: re-establish MOU with goals	Work together toward common goals, meet regularly, cost-share, have team approach, and be transparent.	High	Underway	Administration	Education Department Division Administrators School District of Bayfield	X				Whether MOU is established
	4.2.	LCO College: establish MOU with goals	Work together toward common goals, meet regularly, cost-share, have team approach, and be transparent.	High	Future	Administration	Education Department Division Administrators LCO College	X				Whether MOU is established

**Land Use
Goals and Objectives**

Goal	Objective	Action Strategy Statement	Priority	Status	Implementor(s)		Estimated Timeframe			Metric (% / total # of an action completed)	Implementation-Related Costs (\$\$)/Other Cost-Related Variables?
					Lead	(Internal, External)	0-5 Years	5-10 Years	10+ Years		
1. Encourage future development that utilizes land in an efficient and sustainable manner.	1.1	Explore green-site design opportunities for future development.	Medium	Future. Some introduction to solar install in process.	Planning Department	Solar CBI (ECC 2022 Project). Environmental Department (Env Assessment)	X	X			Vendors in area to support this? Disposal costs. Grant opportunities available. Solar, wind turbines (disposal huge concern), hydro electric,
	1.2	Encourage revitalization and development of the existing Highway 13 corridor within the reservation boundaries.	High	Underway (planning). Future (implementation).	Planning-EDA grant	Business Development Board. PAC Environmental Department (Env Assessment)	X				Utilize existing utilities. Evaluate residential areas within commercial zone. Historical structures to consider. Need for business lease sites or business park/shopping center. Expand visitor attractions.
	1.3	Encourage clustered residential development.	High	Future	RCCHA	Land Office Public Works Roads IT (fiber) Environmental Department (Env Assessment)	X				Sub-division style. Hook-ups and site-ready available
	1.4	Consider site context and compatibility when planning for development projects to meet the community's current and projected space and program needs.	High	Underway	Planning Department Lead Project Implementor		X				Criteria for sites. Expert input. Consideration of environmental impacts. Mitigation needs.
2. Lands are managed for the benefit of the seventh generation.	2.1	Lands are zoned to encourage the most appropriate use.	High	Underway	Zoning	PAC Board Tribal Council Community	X				Funding agencies
	2.2	Community values guide land use decisions.	High	Future	All Tribal Divisions		X				Meet community where they are at with the styles of collecting.

**Land Use
Goals and Objectives**

	2.3	Environmentally and culturally sensitive lands are protected and preserved.	Comprehensively analyze sites for potential preservation and/or restoration projects through use of community feedback and a digital records keeping system.	High	Future	TNR Planning Department	THPO	X				Assess comprehensively before actions are taken with community input for evaluation of use. Codes do exist for water sheds and wetlands, mitigation strategies,
	2.4	Land use projects are comprehensively reviewed to ensure compatibility with the community's vision and compliance with tribal law.	Continue the Project Application and Compliance (PAC) Board and explore ways of building compliance and enforcement capacity.	High	Occurring (PAC & Tribal Court). Future (enforcement for fee collection).	PAC Board Planning Department	Legal Department	X				Funding for positions/revenue generating. Utilize fee money collected to fund positions. Evaluate fee schedules that at least reflect actual costs. Environment has a process established for enforcement of codes.
	2.5	Identify and evaluate lands for best use through a future land use map.	Utilize GIS mapping to maintain a future land use map.	High	Underway	Planning Department	NWRPC Land Use Working Group Division Administrators RCCHA	X				Determine limitations, restrictions.
3. Expand tribal community access to the natural environment.	3.1	Increase lake access points.	Evaluate existing and potential access points for type of usage (launching vs beach), level of usage, and community priority to expand tribal member access to the lake.	High	Future	TNR	THPO Roads Community	X				Merchant? Former Living Adventure? Reflect community values Schooner Bay (currently private and would require remediation).
	3.2	Expand trail connectivity.	Prioritize community use of lands while undergoing project planning to ensure partnerships and use of tribal lands benefit the tribal community and are harmonious with the landscape and existing membership usage.	Medium	Underway	TNR Planning Department	Community THPO Land Office	X				Various uses needed (walk, hike, bike, small motorized). Consider snowmobile trail (economic development/tourism). Partnerships (Park Service).
4. Explore and expand land repatriation efforts.	4.1	Maintain repatriation efforts as a tribal priority to reclaim lands and strengthen tribal sovereignty.	Build internal capacity and process for identification and prioritization of opportunities and future efforts.	High	Underway	TNR Planning Department Administration	Legal THPO Land Office	X				Sustainable funding source