APPENDIX L:

Strategic Plan

VALUE: STRONG FAMILIES

Our vision for the Keweenaw Bay Indian Community is a community where –

7 Traditional family values are taught & practiced at home
7 Religious & spiritual opportunities flourish among Tribal members & families
7 Tribal members get along and work together
7 The *Niiwin Akeaa* Community Center is the hub of Community activity
7 Tribal members use their time & talents to serve as volunteers
7 Affordable homeownership and individual self-sufficiency are a reality for Tribal members
7 Tribal members know the history of our people

GOALS

Goal Statements		Departments	1 yr	5 yr	10 yr
► to provide recognition from the Tribal Council & the Community to new Tribal members of the Keweenaw Bay Indian Community • conduct a ceremony to recognize & honor new members • utilize KBIC newsletter for press release w/member permission		Tribal Council, Enrollment Board, Enrollment Officer, Cultural Committee	2006		
► to support strong family values to create a caring Community that nurtures & supports children & families through new and expanded Tribal programs & services • parenting skills for young/single parents – for all parents • strong family values programs for youth in grades 4 through 6 • more opportunities for families in crisis to receive services • use traditional/cultural family values (culturally appropriate) • implement father parenting skills & family parenting skills • provide assistance for families in turmoil and crisis		Tribal Council, DHHS, Youth Club/Committee, Ojibwa Seniors, KBOCC, Education Dept., Education Committee, Social Services, Cultural Committee, Child Welfare Committee, New Day, KBNRD, NR Committee	X	2008	
► to provide opportunity & support for all Tribal families to flourish and strengthen in a caring, safe and supportive environment • implement a 'war on drugs' including education programs with a strong emphasis on repeat offenders of drug & alcohol abuse • establish follow-up programs that reduce recidivism of 1st time offenders of domestic violence drug/alcohol abuse • increase opportunities for vocational training, job skills, etc • declare our own drug/alcohol awareness, domestic violence awareness and strong families month to support prevention • initiate programs to address prescription drug use/abuse • develop a task force to address this issue		Tribal Council, ALL Tribal Departments, Ojibwa Housing Authority, Community	X	X	2015

VALUE: STRONG FAMLIES - continued				
Goal Statements	**Departments**	**1 yr**	**5 yr**	**10 yr**
► to provide opportunities for Tribal members to volunteer to assist others & the Community • maintain a volunteer 'bank' of names, talents & availability • recognize Tribal volunteers annually • specialized bank for children related volunteer needs	Tribal Center Front Desk? Tribal Radio Stations, Tribal newsletter, IT & Tribal Website, KBOCC/AISES	X	X	2015
► to provide affordable and flexible day care services for working parents • provide weekend & evening options • provide services on both sides of the bay • need for crisis center daycare services	Education Committee, KBIC Daycare, KBOCC, Social Services, Grant Writer	X	2010	
► to support affordable home ownership opportunities for Tribal families • provide financial literacy and independent, confidential credit counseling services for Tribal members • expand opportunities for financial assistance for home buyers	Ojibwa Housing Authority, Economic Developer	X	X	2015
► to provide more family-centered activities utilizing the Niiwin Akeaa Community Center for the Community • multi-generational focus activities • extended family focused activities • more prevention & drug/alcohol free activities • increase summer programs & services • provide language & culture programs or 'camps'	Youth Program, Youth Committee, DHHS, Culture Committee, Social Services, KBOCC, New Day, Ojibwa Seniors, Community, Child Welfare Committee, KBNRD, NR Committee	X	X	2015

VALUE: SOVEREIGNTY

Our vision for the Keweenaw Bay Indian Community is a community where –

7 Tribal sovereignty is exercised and protected
7 Our land base has expanded significantly
7 KBIC's sovereignty is respected by local governments, agencies, & organizations, and the State and the Federal governments

GOALS

Goal Statements		Departments	1 yr	5 yr	10 yr
► to support a stronger Tribal government for the Keweenaw Bay Indian Community through amendments to the Tribal Constitution & By-Laws • achieve separation of powers within the executive, legislative & judicial branches of the KBIC Tribal government		Tribal Court, Attorney, Constitutional Task Force, Tribal Council, Community.	X	2008	
► to actively pursue the appropriate compensation and/or the reclamation of the Canal Lands Claim		Land Claims Committee, Tribal Council, Tribal Attorney, Realty Officer	X	X	2015
► to address all tax issues affecting the Keweenaw Bay Indian Community		Tribal Council, Tribal Attorney, Realty Officer, Community	X	2010	
► to protect the Treaty Rights of the Keweenaw Bay Indian Community • resolve all home territory and/or Treaty right issues (2010)		Tribal Council, Tribal Attorney, Tribal Court, KBNRD, THPO, Natural Resources Committee, Community	X	X	2015
► to update Tribal codes and regulations in order to protect the assets of the Keweenaw Bay Indian Community • Review existing draft codes • Prioritize needed codes • Tribal employment code (2006) • Tribal gaming regulation • Conservation code • Clean Water Act/Clean Air Act • Economic Development/Business Codes & Regulations		Tribal Council, Tribal Code Writer, Tribal Attorney, Community, Appropriate Department Heads & Staff	X	X	2015

VALUE: SOVEREIGNTY - continued

Goal Statements		Departments	1 yr	5 yr	10 yr
► to enhance, expand and initiate sustainable Tribal enterprises and joint ventures for profitability and to diversify the economic base of the Keweenaw Bay Indian Community • Tribe owned business & enterprises • Tribal member owned business & entrepreneurial initiatives • Joint ventures & partnerships • Community Development Financial Institute (CDFI) • Ojibwa Industrial Park • Small Business Center • Sand Point Recreational Area & Sand Point Lighthouse		Tribal Council, Economic Developer, Realty Officer, Attorney, Community	X	X	2015
► to provide educational opportunities to the non-Tribal community on Tribal government authority, rights & sovereignty • improve communication between KBIC and the media, as well as external governmental agencies & organizations • develop a speakers bureau with specific topics, made available to local governments, schools, agencies & the public for presentations – utilize staff & Community members		Tribal Court, Tribal Council, Constitutional Task Force, KBOCC, Appropriate Department Heads & Staff, Community	X	2007	
► to continue the acquisition of lands within the Reservation and the ceded territory of the Keweenaw Bay Indian Community • implement a land acquisition plan • develop land acquisition policy		Tribal Council, Tribal Realtor & Tribal Attorney, Appropriate Department Heads & Staff	X	X	2015

VALUE: TRADITON/CULTURE

Our vision for the Keweenaw Bay Indian Community is a community where –

7 Our history, culture, language and traditions are preserved and protected
7 Our language, our beliefs and our traditions have been revitalized and our culture enriched
7 A new cultural center advocates our *Anishinaabe* traditions

GOALS

Goal Statements		Departments	1 yr.	5 yr.	10 yr.
► to provide opportunities that support teaching, learning & practicing traditional/cultural ceremonies & spirituality among our Tribal members & in our Communities		THPO, Cultural Committee, Grants, Traditional/Cultural Advisors, knowledgeable people, KBOCC, New Day, Community	X	X	2015
► to have a Cultural Center for the preservation & practice of traditional/cultural ceremonies of the Keweenaw Bay Indian Community		Tribal Council, THPO, Cultural Committee, Grants, Traditional/Cultural Advisors, knowledgeable people, KBOCC, Community	X	2010	
► to have a Tribal Museum to provide opportunities to preserve, teach & learn the history, traditions & culture of the Keweenaw Bay Indian Community		Tribal Council, THPO, Cultural Committee, Grants, Traditional/Cultural Advisors, knowledgeable people, KBOCC, Community	X	2010	
► to attain Federal recognition for our Tribal Historical Preservation Office (THPO) • plan submitted to the National Park Service (2005) * Received Approval of Federal Recognition of KBIC THPO 9/30/2005		Tribal Council, Attorneys, Eco. Dev., THPO, KBNRD, Cultural Committee, Grant Writer, Community	2006		
► to establish a NAGPRA program, including a 1.0 FTE staff position. • seek NPS funding to support a portion of the position		Tribal Council, Eco. Dev., THPO, Cultural Committee, Community, Personnel, Grant Writer	X	2007	

VALUE: TRADITON/CULTURE - continued					
Goal Statements		**Departments**	**1 yr**	**5 yr**	**10 yr**
► to organize, preserve & document the fine arts & artists of the Keweenaw Bay Indian Community, including but not limited to Native crafts, art, music, literature, story telling & performance arts		Tribal Council, THPO, Cultural Committee, KBOCC, Eco. Dev., Youth Director, Youth Committee, EDC, Community	X	X	2015
► to document an official historical, political history of KBIC and its people, focusing on Federal laws & acts, treaties, & issues of Tribal sovereignty		THPO, Cultural Committee, Tribal Elders, Education Dept, KBOCC, KBNRD, Community	2007		
► to protect & preserve our oral traditions & history, medicines & plants, ceremonial sites, burial sites, settlement & camp sites • Traditional & historical sites • Methods of gathering • Artifacts		Tribal Council, THPO, Cultural Committee, Tribal Elders, Traditional/ Cultural Advisors, knowledgeable people, KBNRD, NR Committee, Ojibwa Seniors, New Day, Community	X	2010	
► to implement a Ojibway Language Program for all ages our Tribal Community to preserve & protect our language and the 'well-briety' (physical, emotional, spiritual, mental) of our *Anishinabek* life ways		Tribal Council, KBOCC, THPO, Cultural Committee, Education Department, Education Committee, Tribal Elders, knowledgeable people, Community	X	X	2015
► to continue to identify, inventory & protect historical, cultural & traditional sites on the L'Anse Indian Reservation & within our ceded territory		Tribal Council, Attorneys, THPO, Cultural Committee, Traditional/Cultural Advisors, knowledgeable people, KBNRD, Community	X	X	2015

VALUE: EMPLOYMENT/BUSINESS

Our vision for the Keweenaw Bay Indian Community is a community where –

7 Tribal enterprises are profitable and support self-sufficiency among our people
7 Our members are employed & have financial security
7 More Tribal members own & operate their own businesses
7 Major industries & businesses are flourishing [in the Ojibwa Industrial Park]

GOALS

Goal Statements		Departments	1 yr	5 yr	10 yr
► to lower the Tribal member unemployment rate • provide an additional 100 jobs over 5 years		Tribal Council, Eco. Dev., EDC, TERO, Personnel, Education, HR, Tribal Radio	X	2010	
► to facilitate the creation of coalitions of business, labor & education to develop competency-based education & training programs for Tribal members, targeted to needs of business • vocational training, apprenticeships, on-site/job training • small business skills, counseling programs & trainings • life skills training & job readiness for unemployed/underemployed		KBOCC, TERO, Education Department, Economic Developer, Education Committee, Economic Development Committee, Tribal Radio	X	2010	
► to diversify Tribal economy through the development of sustainable Tribal enterprise and Tribe-owned businesses initiatives • develop a "Think Tank" of interested & experienced people • conduct due diligence • utilize Economic Development Committee (2005) • explore national/international opportunities, i.e., gasoline, cigarettes, federal prisons, banking, green energy, etc. • expand services provided by Pines, KBIC Tire Shop (2008) • expand radio dominance throughout the western/central UP • explore wind/solar energy, biomass & cold weather research • examine the development of "Bear Town" shopping concept • Wireless/broadband services		Tribal Council, Economic Developer, Economic Development Committee, Personnel, TERO, Tribal Radio, Community	X	X	2015
► to attract/recruit industry & manufacturing to the Ojibwa Industrial Park • develop marketing tools (2006) • explore joint ventures & partnerships to attract industry • collaborate w/regional, state, national industrial park initiatives		Economic Developer, EDC, Tribal Realty, Tribal Attorney, Tribal Council, Tribal Radio	X	X	2015

VALUE: EMPLOYMENT/BUSINESS - continued					
Goal Statements		**Departments**	**1 yr**	**5 yr**	**10 yr**
► to foster a positive entrepreneurial environment for Tribal member-owned business start-up, expansion and retention • develop a Tribal business loan fund (CDFI) • provide business development center for services & programs • support native artisans & crafters • youth entrepreneurial programs • offer incubator store fronts for seasonal businesses • increase opportunities for business training & education services • develop a Tribal member-owned business Chamber of Commerce for the Western Upper Peninsula • provide website links & services to Tribal business owners		Tribal Council, Economic Developer, Economic Development Committee, KBOCC, Education Department, Education Committee, Tribal Radio, Community	X	X	2015
► to eradicate poverty among Tribal members and Tribal families		Economic Developer, TERO, Economic Development Committee, Ojibwa Housing Authority, Grant Writer, KBOCC, Education Department, Education Committee, Community	X	X	2015
► to work cooperatively with local, regional, state & national Tribal & non-Tribal organizations that are economic, business & development focused • DDAs of the Village of Baraga & Village of L'Anse, Baraga County Chamber of Commerce, & Baraga County Tourism • WUPPDR, CUPPAD, Keweenaw Industrial Council, Upper Peninsula Economic Development Alliance, Lake Superior Community Partnership, Marquette County Tourism/Visitors, Northern Initiatives, Marquette Economic Club, etc. • Michigan Economic Development Corporation (MEDC), Michigan Economic Development Association (MEDA), Michigan Rural Development Council, National Indian Business Association (NIBA), Native American Business Alliance (NABA), NAIHC, NCAI, etc • Economic Accord w/Tribes & State of Michigan		Tribal Council, Economic Developer, Economic Development Committee Local Tribes, Community	X	X	2015

VALUE: EMPLOYMENT/BUSINESS - continued				
Goal Statements	**Departments**	**1 yr**	**5 yr**	**10 yr**
► to foster the growth of tourism & tourism related industry & business on the L'Anse Indian Reservation • develop a tourism/visitors plan (2006) • collaborate w/Baraga County tourism initiatives – including the Baraga Shrine & Blessed Kateria attractions • restore the Sand Point lighthouse & open to the public (2008) • support Native artists & craftsman • enhance Sand Point marina, campground & area (2008) • pursue regional, national & international tours/visitors (2007) • collaborate with other Tribes for tourism initiatives (2006)	Tribal Council, Economic Developer, Economic Development Committee, Casino, Realty Office, Local Tribes, Grant Writer, Tribal Radio, Community	X	X	2015
► to protect Tribal gaming employment through oversight to ensure that Tribal, State & Federal laws are followed appropriately • Implement autonomous Gaming Commission (2006)	Tribal Council, Attorney, Personnel, HR, Gaming Commissioner, Gaming Compliance Officer, Economic Development, Code Writer	X	X	2015
► to develop the internal & external business development foundation to support the growth and development of economic development on the Reservation • approve a Strategies for Economic Development Plan (2006) • support the integration of culture/tradition into economic strategies • separate decision making for business initiatives • adopt appropriate business codes & regulations to attract & support industry & manufacturing locating in the Ojibwa Industrial Park • identify incentive to locate business on the Reservation • address infrastructure needs – sewer, water, roads, energy & transportation that encourage business development • support the development of an Economic Development Corporation (EDC) or Economic Development Enterprise(EDE) • UCC & other appropriate economic codes & regulations	Tribal Council, Code Writer, Attorney, Economic Developer, Economic Development Committee, Tribal Realtor, Grant Writer, Community	X	X	2015

VALUE: HEALTHCARE/GOOD HEALTH

Our vision for the Keweenaw Bay Indian Community is a community where –

7 Affordable healthcare is available to all Tribal members
7 Tribal members are healthy and live a healthy lifestyle
7 Tribal members participate in healthcare education and prevention programs
7 The Tribal healthcare facility has expanded services to meet our health care needs

GOALS

Goal Statements		Departments	1 yr	5 yr	10 yr
► to support a wide variety of prevention programs for members of the Keweenaw Bay Indian Community • healthy diet/living for Tribal youth – exercise/nutrition • diabetes, heart disease, cancer • drug/alcohol use/abuse – including prescription drugs • Family planning options • child abuse prevention •		DHHS, Health Board, Tribal Council, Youth Committee, Ojibwa Seniors, New Day, Alcohol Advisory Board, KBOCC, Social Services, Grant Writer, Community	X	X	2015
► to establish a Tribal owned & operated Pharmacy at the Donald A. Lapointe Health & Education Center • conduct a feasibility study (2006) • explore options for Indian medicine pharmacy		DHHS, Health Board, CFO, Tribal Council, Tribal Attorney, Grant Writer, Community, Collaborations	X	2008	
► to expand professional healthcare services offered to Tribal members • optical & dental services (2010) • 1.0 FTE Nutritionist, • Contract Physiatrist – oversee quality assurance/case management on a monthly basis (2006) • medical services – including geriatric, pediatrics, obstetrics (2015) • Specialty Clinics (2015) • 1.0 FTE Accreditation Coordinator to oversee process to completion (2006) • continue the health newsletter		DHHS, Health Board, Tribal Council, Grant Writer, Personnel, Community	X	X	2015

VALUE: HEALTHCARE/GOOD HEALTH - continued					
Goal Statements		**Departments**	**1 yr**	**5 yr**	**10 yr**
► to have a Wellness Center for the Tribal Community • physical therapist, exercise specialist & trainer		Planning & Development, Tribal Realty Office, Grant Writer, DHHS staff, Community	X	X	2012
► to establish sustainable programs providing traditional medicine and practice services • develop a plan w/ resolution & Council approval (2006) • address Federal TORT • hire a Traditional medicine Practitioner (2007) • provide trainings/teaching within the Community • explore sources/resources for Native medicines • develop recognition & support for traditional medicines		DHHS, Health Board, Cultural Committee, Knowledgeable Traditional Advisors, Grant Writer, Community, KBNRD, Personnel, KBOCC	X	X	2015
► to adhere to the Bemidji Area Health Services Master Plan for the Keweenaw Bay Indian Community		Tribal Council, DHHS, Health Board, P&D, Law Enforcement, Attorney, Community	X	X	2015
► to preserve & improve the administrative capacities of the Donald A. LaPointe Health & Education Center • RPMS • billing & business office • administration • maintain relationships w/ local & regional healthcare facilities		Tribal Council, DHHS, Health Board, Accounting, Grant Writer, Community	X	X	2015

VALUE: EDUCATION

Our vision for the Keweenaw Bay Indian Community is a community where –

7 Every Tribal member has a variety of the best educational opportunities to choose
7 More Tribal members realize their potential through higher educational attainment
7 The Keweenaw Bay Ojibwa Community College achieves accreditation and flourishes

GOALS

Goal Statements		Departments	1 yr	5 yr	10 yr
► to reduce the dropout rate of all KBIC students to zero • focus on a stronger presence in the schools • Tribal role models from the Community • expand efforts to include Tribal students in service area counties – Mqt., Houghton, Keweenaw, Iron, Ontonagon, Gogebic, Dickinson • develop task force to identify effective approaches to reduce drop out numbers among Native students		Education Department, Education Committee, Youth Committee, Parents, Community, Personnel, HR, Child Welfare Committee, Community	X	X	2015
► to provide expanded educational opportunities for Tribal children and Tribal youth • establish an Ojibwa language & culture immersion charter school for kindergarten through 4th grade (3rd) • establish a Tribal Charter school on the L'Anse Indian Reservation ✓ develop task force to explore ✓ conduct a feasibility study/market analysis (2007) ✓ survey Community for interest • establish KBIC directed Early Headstart & Headstart programs on the L'Anse Indian Reservation (2007) • address the cost effectiveness of expanding educational opportunities		Tribal Council, Education Department, Education Committee, Cultural Committee, Youth Committee, Grant Writer, Cultural Advisors, KBOCC, Board of Regents, Headstart Programs, Tribal Daycare, Senior Citizens, Community	X	X	2015
► to increase the number of Tribal members who attain higher education degrees • protect the college tuition waiver program for Native Americans • achieve accreditation for KBOCC (2006) • review, update & revise the Tribal Student Sovereign Fund (2007) • establish programs/services to reduce college drop out rates for Tribal members		Tribal Council, Attorneys, KBOCC, Board of Regents, Education Dept., Education Committee, Youth Committee, Parents, Community	X	X	2015

VALUE: EDUCATION - continued					
Goal Statements		**Departments**	**1 yr**	**5 yr**	**10 yr**
► to increase opportunities for vocational training for Tribal members • develop an expanded vocational/apprentice training program at KBOCC (2007) • establish a job training program for displaced/older workers (2008) • provide training for Tribal staff – i.e., Tribal Conservation Officers, substance abuse counselors, community healthcare providers, etc. • utilize Tribal radio stations for vocational training options • consider Tribal Departments for apprenticeships/internships • develop additional sovereign fund for non-traditional students (older) seeking vocational training (2008) • partner w/ local schools, Michigan Works, & other job shills training programs		Tribal Council, TERO. KBOCC, Education Department, Education Committee, Economic Developer, Eco. Dev. Committee, Tribal Radio, KBNRD, Personnel, HR, Grant Writer	X	2008	
► to expand the KBIC Education Department to provide more programs & services • address needs of college students • increase tutoring opportunities • add 1.0 FTE position • expand K through 5 programs/services • provide diversity education • improve capacity of KBIC tutors • expand tutoring staff & the tutoring program to Tribal children & youth		Tribal Council, Education Department, Education Committee, Grant Writer. Personnel, KBOCC, Youth Committee, Community	X	2008	

VALUE: ENVIRONMENT

Our vision for the Keweenaw Bay Indian Community is a community where –

7 The waters of Lake Superior, inland lakes and streams are the cleanest water in the world
7 Our Community utilizes clean/green energy resources toward self-sufficiency as a Nation
7 The Reservation is clean and free of blight and litter
7 People from all walks of life come & enjoy the beauty of our Reservation
7 The Reservation has a Land Use Management Plan to assist in development
7 Manage our forests for sustainability & profit
7 Honor our traditions and culture through preservation of our homelands

GOALS

Goal Statements		Departments	1 yr	5 yr	10 yr
► to provide for the protection, preservation, mitigation and enhancement of the natural resources and environment of the KBIC • Utilize Tribal authority to establish a Clean Air Act and a Clean Water Act within the Reservation and ceded territory (2006) • Establish a Tribal mining ordinance within the Reservation and ceded territory (2006) • Continue natural resource/environmental baseline data for the Reservation and ceded territory (2006) • Continue to improve/expand Tribal fisheries & hatchery operations • Continue to identify & prioritize sites with environment concerns within the Reservation for mitigation, cleanup & reuse • Continue all activities of the Sand Point Master Plan (2008)		Tribal Council, Code Writer, Community, Tribal Attorneys, KBNRD, Natural Resources Committee, Tribal Conservation, Realty Officer, THPO, Economic Developer, Personnel, Community, BIA Forester, Local governments	X	X	2015
► to maintain & share the beauty of our Reservation for our Community & for people from all walks of life • Support sustainable Tribal tourism & local regional tourism • Continue native fish/wildlife protection, enhancement & harvest • Establish natural resource education & attraction programs • Develop wildlife viewing & outdoor recreation opportunities • Support snowmobile/four-wheel trail development • Continue development of the Sand Point recreational area		Tribal Council, KBNRD, Nat. Res. Committee, Economic Developer, EDC, Culture Committee, THPO, Tribal Maintenance, Community	X	X	X

VALUE: ENVIRONMENT - continued				
Goal Statements	**Departments**	**1 yr**	**5 yr**	**10 yr**
► to identify & protect traditional medicines and plants on the Reservation and within the ceded territory • Identify & inventory existing medicines & plants • Map location of habitats & existing areas for harvest • Develop regulations to protect areas of significance • Cultivate traditional medicines & plants for use	KBNRD, THPO, Nat. Res. Committee, Elders, Culture Committee, KBOCC, knowledgeable people, KBDHHS, Community	X	X	2015
► to insure that all Reservation lands are respected by keeping them clean and free of litter, waste and blight • Establish a comprehensive solid waste management plan • Participate in Tribal, regional & local clean-up events annually – Clean Sweep, Spring Cleanup, beach, watersheds, highways, etc. • Collaborate with local government & groups to recycle old cars, white goods, tires & other materials • Establish Tribal programs for "Adopt-a-Roadway" and/or "Adopt-a-Shoreline" within the Reservation (2006) • Continue efforts to locate & cleanup illegal dump sites	Executive Tribal Council KBNRD, Natural Resource Committee, Tribal Maintenance, New Day, Youth Club, Community, Realty, Volunteers	X	2010	
► to develop management plans and tools necessary to make informed and respectful development & management decisions on Tribal lands • Regularly discuss/review the IRMP (2006) • Develop & approve a land use management plan for KBIC (2008) • Establish a GIS position (2007) & a GIS Department (2010) • Address the disparities between the Tribal wildlife management plan and Michigan's wildlife management plan (2007) • Identify/protect cultural, traditional & historical sites & artifacts on the Reservation & within the ceded territory	Tribal Council, KBNRD, Nat. Res. Committee, THPO, Culture Committee, knowledgeable people, Tribal Elders, Realtor, Economic Developer, Attorney, BIA Forester, Department Heads, Personnel, Community	X	2010	
► to develop a sustainable forest management initiative that is effective, profitable & culturally appropriate • Develop a forestry division within the Keweenaw Bay Natural Resources Department (2007) • Hire a Tribal forester (2007) • Work with other governments/groups on invasive plant & species	Tribal Council, KBNRD, Nat. Res. Committee, Personnel, BIA Forrester, Beartown Firefighters, Community	X	2007	

VALUE ENVIRONMENT continued –

Goal Statements	Departments	1 yr	5 yr	10 yr
► to conserve our natural resources by utilizing green energy alternatives • Provide resource conservation education to Tribal Staff/Community • Explore alternative energy sources, i.e., solar, wind, biomass, etc • Work with organizations, universities & other groups to evaluate energy self-sufficiency options for Tribal government/members • Expand opportunities to recycle for business, government & community members • Explore options of a Transfer/recycling station	Tribal Council, KBNRD, Nat. Res. Committee, Tribal Maintenance, KBOCC, Tribal Youth, Economic Developer, Community	X	X	X
► to continue to address the water & sewer infrastructure needs of our Community • Maintain a current Sanitation Deficiency Systems (SDS) list to identify needs of service and areas of concern • Collaborate with Indian Health Services & local governments to provide improved & expanded infrastructure services • Coordinate residential & commercial development with long term infrastructure development initiatives	Tribal Council, KBNRD, Economic Developer, Tribal Realtor, EDC, Tribal Maintenance, Assistant CEO, Tribal Attorney, Community	X	X	X
► to actively be involved in initiatives throughout the Great Lakes region that protect our waters – lakes, streams, groundwater, etc. • Actively participate in the Intergovernmental Accord between Federally Recognized Indian Tribes & the State of Michigan concerning protection of shared water Resources • Pursue issues that threaten our water sources • Encourage GLIFWC to pursue water-focused programs/initiatives • Make informed decisions of issues, threats & initiatives that involve our waters throughout the Great Lakes region • Establish management plans & develop Tribal ordinances where needed: wetlands, storm water, comprehensive solid waste, etc • Continue efforts to remove toxics & contaminants that affect our waters within the Reservation & ceded Territories • Address issues of Tribal water rights within the Great Lakes region	Tribal Council, Tribal Attorney, KBNRD, Nat. Res. Committee, Tribal Realtor, Community	X	X	X

VALUE: YOUTH

Our vision for the Keweenaw Bay Indian Community is a community where –

7 A strong mentoring program is provided for our Tribal youth
7 Tribal youth have a variety of organizations and activities for all interests
7 Our Tribal youth are involved & successful in school, at home & in the Community
7 Tribal youth are knowledgeable in traditional skills & ways to combat racism

GOALS

Goal Statements		Departments	1 yr	5 yr	10 yr
► to increase the opportunities for youth involved mentoring programs • implement a Tribal youth mentoring program similar to the Big Brother/Sister Program (2008) • establish an active Tribal youth peer mentoring program (2006)		Tribal Council, Social Services, Youth Club, Youth Committee, DHHS, Tribal Police, KBOCC, Community, Tribal Employees/Staff	X	2008	
►to continually improve the quality of, and expand the quantity of, programs & services provided to Tribal Youth • address the transportation problem for youth to participate in after school activities at the Niiwin Akeaa Community Center (2006) • establish an after school program that includes tutoring for grade school age youth (2007) • implement a Tribal youth entrepreneurial program for middle & high school age youth (2007) • expand and enhance the Summer Youth Program to involve the maximum number of Tribal youth (2007) • expand and enhance opportunities for Traditional teaching involving Tribal youth. • establish a Recognition Program for Tribal youth role models • expand recreational opportunities for Tribal youth		Tribal Council, Youth Director, Education Director, Youth Committee, Education Committee, Economic Developer, Economic Development Committee, KBOCC, TERO, Personnel, Cultural Committee, Community	X	X	2015
► to establish a summer college student employment program		Tribal Council, KBOCC, Personnel, Hiring Committee, Education Department,	2006		

VALUE YOUTH continued –

Goal Statements		Departments	1 yr	5 yr	10 yr
► to implement a summer youth Ojibwa language 'emersion' camp program • Collect information on existing language 'emersion' camps in the Great Lakes • Seek funding for the initiative through grants & collaborative efforts • Develop a pilot program curriculum		Youth Committee, Education Department, KBOCC, Culture Committee, Grant Writer, Community	X	2007	
► to address the issues of racism • Support diversity training for school staff, Tribal staff & the Community • Promote public awareness of racism issues		Tribal Council, KBOCC, Education Department, Education Committee, Youth Committee, Personnel, Community	X	X	X

VALUE: ELDERS

Our vision for the Keweenaw Bay Indian Community is a community where –

7 A solvent pension program is provided to all Tribal Elders
7 Elders are respected and a vital part of our Community
7 The Senior Citizen Center has expanded programs & services provided to Elders

GOALS

Goal Statements		Departments	1 yr	5 yr	10 yr
► to honor our Tribal Elders • document our Elders with oral histories • involve them in all Community activities • recognize them annually • celebrate them with photos in Tribal Building; features in Tribal newsletters, and at Community events • provide more opportunities for Tribal Elders to share their knowledge • Promote listening & respect of Tribal Elders among youth		THPO, Cultural Committee, Summer Youth Program, Youth Director, Youth Committee, Ojibwa Senior Citizens, Tribal Elders, Powwow Committee, Community	X	X	2015
► to continually improve the quality of, and expand the quantity of, programs & services provided to Tribal Elders • establish a Healthcare Advocate Program (and position) for Tribal Elders and the Disabled (2006) ✓ assist in understanding insurance invoices, billings & payments ✓ provide alternate healthcare funding information & assistance • cover all prescription costs for our Tribal Elders who are 55 years of age & older (2008) • acquire approval from Social Security Administration for 'income disregard' for Tribal members (2008) • improve & update the Tribal Senior Citizens Centers		Tribal Council, DHHS, Social Services, GA, Ojibwa Senior Citizens, Grants, Tribal Elders. Personnel, Attorneys, Summer Youth Program, Ojibwa Housing, Community	X	X	2015
► to develop & maintain a self-sustaining Tribal Assisted Living Facility on the Reservation for Tribal Elders & the Disabled • provide assisted living programs & services for Tribal Elders and the Disabled who live independently (2008)		Tribal Council, Economic Developer, Grants, Housing, Senior Programs, DHHS, Social Services, Tribal Elders, Personnel, Community	X	X	2012

VALUE: SAFETY

Our vision for the Keweenaw Bay Indian Community is a community where –

7 Our Community is a safe place to live

GOALS

Goal Statements		Departments	1 yr	5 yr	10 yr
► to create a safe and healthy Tribal Community free from domestic violence, drug and alcohol use/abuse • support drug-free lifestyles in our Tribal Communities through actions, education, training & awareness programs & services • support alcohol abuse-resistance through actions, education, training & awareness programs & services • address domestic violence abuse through actions, education, training & awareness programs & services • establish a drug abuse/use committee		Tribal Council, DHHS, Social Services, Education, Tribal Law Enforcement, New Day, VOCA, Tribal Court, Alcohol Advisory Board, Community	X	X	2015
► to address safety issues within our Tribal Communities • increase the number of street lights & sidewalks • implement an animal control program • reinstate the Community Policing Program • establish a swimming certification program for Tribal youth • implement a fire safety program in our Communities		Law Enforcement, Tribal Code Writer, Tribal Court, Housing, Youth Director, Youth Committee, Education Dept., Education Committee, Youth, Grant Specialist, Tribal Council, Community	X	2007	
► to address safety issues within our Community related to firearms, ATVs, snowmobile, motorbikes, jet skies, boating & water sports • update & enforce related Tribal codes & regulations • regularly provide safety courses & certification opportunities		Law Enforcement, Tribal Code Writer, Tribal Court, DHHS, Youth Committee, Education Dept., Education Committee Tribal Council, Tribal Realtor, Community	2006		
► to address the hazardous materials & site issues within the L'Anse Indian Reservation • develop/train a certified Tribal Hazardous Materials (HazMat) Team (2006) • continue to identify & prioritize hazardous sites within the Reservation • develop a plan for cleanup & prevention (2005) • develop an Emergency Response Plan (2006)		KBNRD, TERO, Education Department, KBOCC, Grants Specialist, Personnel, Tribal Police, Tribal Conservation, Community	X	X	2015

VALUE: SAFETY - continued					
Goal Statements		**Departments**	**1 yr**	**5 yr**	**10 yr**
► to improve effectiveness of KBIC Tribal law enforcement departments • implement a Tribal Tactical Team (2008) • hire a 1.0 FTE Tribal Criminal Investigator (2006) • support drug programs with a drug dog & handler on staff • initiate better communication between Tribal law enforcement – Tribal Police, Tribal Conservation, GLIFWC Officers, Michigan DNR, local law enforcement • implement a separate KBIC Conservation Department w/KBIC Tribal Conservation Officers (2007) • develop a safety committee for Tribal government (2006) • address issues of gaming related crimes w/a highly trained police officer position (2010) • develop a Community Watch Program – "REZ Watchdogs"		Tribal Council, Tribal Court, Tribal Code Writer, Tribal Police, Tribal Conservation Officers, Attorneys, DHHS, Social Services, Personnel, KBNRD, Ojibwa Housing Authority, Gaming Commission, Gaming Compliance Officer	X	2010	
► to provide safe transportation opportunities		Tribal Council, Tribal Realty, BIA Roads, Transportation Committee, Ojibwa Housing, Tribal Police, Tribal Conservation, Community	X	2010	

VALUE: GOVERNMENT/LEADERSHIP

Our vision for the Keweenaw Bay Indian Community is a community where –

7 Our Community has strong leadership and tribal government
7 There is a Tribal Council code of ethics
7 A new Tribal Center centralizes Tribal government & business operations

GOALS

Goal Statements		Departments	1 yr	5yr	10 yr
► to adopt a Code of Ethics based on the KBIC Tribal constitution • develop, approve & implement a Code of Ethics document • learn, understand & practice the teachings of the seven grandfathers • lead by example • work more cooperatively among the Council membership • show respect & honor past Tribal elders/leaders w/ recognition plaques/photos in Tribal facilities • hold an annual training retreat for Tribal Council members		Tribal Council, Tribal Attorney	2006	X	X
► to exemplify a Community-focused and Community-driven Tribal Council that is strong, cohesive and effective • to provide opportunities for the Tribal Council & Community to know/understand the Tribal Constitution, By-laws, Treaties, etc., that affect Tribal sovereignty & Council decisions (2006) • to encourage Tribal members to be informed and involved, so they can make educated choices and assist in finding appropriate solutions to Community issues and problems • to have Tribal Council members participate more actively in Community events & activities, particularly with youth and Elders • to maintain current on all Native American issues – locally, nationally and globally • to create a larger Tribal Council chambers (2007) • to retain lobbyist for KBIC in both Washington DC and in Lansing, Michigan (2005)		Tribal Council	X	X	2015

VALUE: GOVERNMENT/LEADERSHIP					
Goal Statements		**Departments**	**1 yr**	**5yr**	**10 yr**
► to annually review the KBIC Comprehensive Strategic Plan • note achievements • review & revise as necessary • identify one year goals • involve Community input		Tribal Council, Tribal Department Heads, Community	X	X	2015
► to improve internal and external communications to effectively administer our Tribal Government • expand/improve the information technology infrastructure • expand/improve internal & external websites (2006) • expand/improve Tribal newsletter • utilize IT to communicate information to staff/employees (2006) • hire a 1.0 FTE public relations position • develop a standard communications style guide (2006)		Tribal Council, IT, Accounting, CEO, Department Heads	X	X	2015
► to require all KBIC Government and Casino employees, Tribal and non-Tribal, to know the history of KBIC, Indian gaming & Tribal government authority as part of their orientation • create a history document of the KBIC		Personnel, HR, Cultural Committee, Gaming Compliance Officer, KBOCC	2007		

VALUE: RESPECT					
Our vision for the Keweenaw Bay Indian Community is a community where –					
7 Our Tribal members respect themselves, each other and Mother earth					
GOALS					
Goal Statements		**Departments**	**1 yr**	**5 yr**	**10 yr**
► to learn, understand & practice the teachings of the seven grandfathers so that they can be honored. • to respect ourselves so that we can respect one another • to consciously live each day in an manner respectful of our surroundings – the earth, the air and the water • to show dignity & respect to all people, places & things • to honor all our relations • to recognize everything that lives • incorporate teachings into management philosophy, including mutual respect and responsibility		Tribal Council, All departments, all employees & all Tribal members	X	X	2015
► to maintain our Tribal cemeteries in a respectful & appropriate manner • employ a sexton that provides maintenance & upkeep (2005) • establish a Cemetery Task Force (2005) • develop a volunteer rooster with specific responsibilities (2005) • establish a Veteran Honoring Memorial (2006) • plot & map our Tribal cemeteries (2006)		Tribal Council, Tribal Maintenance, Ojibwa Senior Citizens, Summer Youth Program, Personnel, Community	2006		
► to conduct an annual event (activity) for the Community, planned & implemented by the Tribal Council • drug/alcohol free event • plan annual event •		Tribal Council	2006		